

USIA Strategic Information Resources Management Plan

Fiscal Years 1993-1997

Using Information Technology
to Reshape the Future



COMPLETED

OFFICE OF TECHNOLOGY
PLANNING DIVISION

June 1992

**United States
Information
Agency**

Washington, D.C. 20547

Office of the Associate Director
for Management



June 26, 1992


Dear Colleague,

In recent years, computers and automation have had a revolutionary impact on every office in USIA. Information technology offers potential for even greater benefit to our operations, but there is much that we can and should be doing to reach that potential. Our challenge is making sure we are using these tools to maximum advantage.

Attached is the Agency's initial five-year strategic plan for managing information resources-- a guide for focusing effort and increasing the productive use of this resource. We consider the plan a working document designed to promote thought and provoke discussion. It will be reviewed and updated at least annually, so the Office of Technology (M/T) would welcome your comments and suggestions about its content.

I encourage you to read the plan, even if time permits only a review of the Executive Summary, highlights from the Agency-wide initiatives, and the section on your organization. The plan already has been the subject of discussion by senior management, and we anticipate a lot more as we consider Agency priorities and the allocation of resources.

Sincerely,


John Condayan
Associate Director

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FOREWORD

This is the first five-year information technology plan published by the United States Information Agency (USIA). The plan is a consolidation of the five-year plans of USIA elements, along with a number of strategic information resources management (IRM) goals and objectives that have Agency-wide impact.

Strategic Planning, as defined by the General Services Administration's publication entitled "The IRM Organization: Concepts and Considerations," is a "structured designed process that organizes and coordinates the activities of the organization in accomplishing identified program missions and objectives. A strategic plan is the 'action plan' which identifies where the agency is, where it plans to go, and how it intends to get there. It specifies activities to be pursued and defines resources required to support those activities. Strategic IRM planning develops and documents the direction for the IRM programs within the agency and specifies IRM activities and resource requirements necessary."

The information contained in this plan will be used to assist the Agency in preparing its budget submission to the Office of Management and Budget. This plan also fulfills GSA's requirement to document USIA's plans for information technology under the Paperwork Reduction Act.

Our long-range plan is to communicate USIA's information technology activities, resource requirements, issues, and future direction into one "action plan" that will be updated annually.

The Office of Technology wishes to acknowledge the assistance and contributions of the many Agency employees who participated in the creation of this first comprehensive strategic information technology plan.

EXECUTIVE SUMMARY

The mission of the United States Information Agency (USIA) is to support U.S. foreign policy and promote U.S. national interests abroad through a wide range of information and cultural programs, including international broadcasting, educational exchanges, and U.S. embassy public affairs activities.

In September, 1991, the Agency's Director, Ambassador Henry E. Catto, published an Agency Strategic Goals Statement. Ambassador Catto provided clear guidance in five areas: policy, programs, institutional, organizational, and administrative. This Strategic Information Resources Management Plan was developed in support of those Agency-wide goals.

A. STRATEGIC INFORMATION RESOURCES MANAGEMENT (IRM) GOALS

This Strategic IRM Plan includes the following IRM goals:

- o Upgrade Agency telecommunications networks so that every Agency workstation can communicate cost effectively with any other workstation worldwide.
- o Modernize the Agency's technology hardware and software infrastructure through a well thought-out program, which reflects operational and technical needs and budget realities.
- o Automate basic processes and streamline operations to increase productivity through the elimination of redundancy and the sharing of information.
- o Eliminate weaknesses in our core automated administrative systems to improve the management and accountability of Agency operations. Modernization of the Agency's Financial Management System is the highest administrative priority.
- o Develop additional programmatic databases for Agency-wide use to provide Agency offices with the timely information for effectively managing programs and operations.
- o Increase productivity through effective management and use of information resources and concepts to ensure that we receive maximum productivity from the large investment that we have in technology.

B. SUMMARY OF MANAGEMENT ISSUES ON REACHING IRM GOALS AND OBJECTIVES

Several issues will need to be addressed by Agency management in order to achieve our IRM goals and objectives. These issues cut across organizational lines and have a major impact on overall productivity and our ability to manage effectively information resources within the Agency. These issues are listed below.

1. Funding

Much of the computer equipment and software that the Agency buys is funded from fiscal year-end fall-out funds. Most offices do not plan up-front for these costs, either for the initial purchase or for ongoing hidden support costs (e.g., system management, training, upgrades, maintenance, etc.).

There have been many reasons for funding technology purchases this way. Budgeting for automation at the beginning of the fiscal year would require management to reduce programs. Those are trade-offs they are loath to make. The volatile nature of overseas exchange rates makes it difficult to project with any certainty the availability of resources.

We strongly recommend that the Agency establish a permanent budget for information technology (IT) to include: (1) a capital acquisition budget for replacement and upgrade of all outdated hardware and software, (2) system maintenance (which is generally all that is budgeted now), (3) software/application development, and (4) automation training.

Agency-wide initiatives should be funded as part of a permanent part of the budget (i.e., in the base) at the beginning of the fiscal year. Bureaus and posts should establish an IT budget for their local initiatives, again consistent with their Strategic IRM Plans.

2. Integrated Systems

The Agency has different types of hardware and software technologies throughout its organizational elements. Although some progress has been made in the area of standardization, much of the information produced in one office cannot be integrated effectively with systems in other offices.

An information technology infrastructure is not in place to allow seamless integration of automated systems. The Agency needs integrated hardware platforms (e.g., microcomputer-based local area networks and IBM mainframe), standard application systems (for word processing, spreadsheets, database management systems, electronic

mail [E-mail], etc.), and a telecommunications infrastructure (i.e., connectivity) to allow easy access to needed information worldwide.

3. Training

The lack of sufficient automation training Agency wide is a major problem. Many employees have not been sufficiently trained to use their computers and software effectively. As a result, many systems are not providing their maximum benefit to the Agency (keep in mind that our overall investment in this equipment exceeds \$57 million).

The Agency should increase information technology training resources either centrally or at the Bureau level. If we cannot increase the training resources, which the Office of Technology (M/T) would recommend strongly, we should consider restricting purchase of new equipment to an amount that can be supported by adequate training.

4. System Management of Local Area Networks (LANs)

The Agency has decided to standardize on microcomputer (i.e., PC) local area networks to replace Wang proprietary systems (OIS, VS and Classic PCs). LANs provide much more functionality and flexibility than the old Wang systems, but they are also more complex to maintain and manage.

Offices with LANs must have system managers who: (1) are qualified (not all OIS system managers will be able to handle LANs); (2) have proper training (both initially and ongoing to maintain their proficiency); and (3) have adequate time to devote to support of the new system. Some bureaus have established central technical expertise to assist in managing their networks. Other bureaus should consider implementing similar functions.

C. SUMMARY OF RESOURCE REQUIREMENTS

The cost of implementing this plan during the next five years is approximately \$102 million. The FY 1993 cost is \$21,041,400 (\$6,398,000 budgeted). The FY 1994 cost is \$20,762,000 (\$6,010,000 budgeted). In order to meet the objectives of this plan, the Agency needs to allocate an additional \$14,643,400 in FY 1993 and \$14,752,000 in FY 1994.

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AGENCY-WIDE PLAN

Goals and Objectives that Cross Organizational Lines

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AGENCY-WIDE PLAN

I. AGENCY MISSION

The United States Information Agency (USIA) is an independent foreign affairs agency within the Executive Branch with a primary mission of "Public Diplomacy." The Agency supports U.S. foreign policy and promotes U.S. national interests abroad through a wide range of information and cultural programs. International broadcasting, educational exchanges, and U.S. embassy public affairs activities are core components of a global public diplomacy mission that is essential to U.S. interests abroad. These include radio and TV broadcasting, Fulbright scholarship exchanges, and a network of overseas libraries and cultural centers.

Public diplomacy complements and strengthens traditional diplomacy between governments. It communicates U.S. policies abroad and provides information about the United States. The Agency's mission is to:

- o Strengthen foreign understanding and support for United States policies and actions;
- o Advise the President, the Secretary of State, members of the National Security Council and other key officials on the implications of foreign opinion for present and contemplated United States policies;
- o Promote and administer educational and cultural exchange programs in the national interest, and bring about greater understanding between the peoples of the United States and the peoples of the world;
- o Cooperate with the American private sector to enhance the quality and range of America's overseas information and cultural efforts;
- o Assist in the development of a comprehensive policy on the free flow of information and international communication;
- o Conduct negotiations on information, educational, and cultural exchanges with other governments; and
- o Counter attempts to distort the objectives and policies of the United States.

II. AGENCY-WIDE STRATEGIC ORGANIZATIONAL GOALS

In September, 1991, the Agency's Director, Ambassador Henry E. Catto, approved and made public an Agency Strategic Goals Statement. Ambassador Catto, through this Statement, provided clear guidance in five areas: policy, programs, institutional, organizational, and administrative. They are summarized below:

Policy:

- o Define, explain, and advocate U.S. policies to foreign audiences.
- o Increase knowledge and understanding among foreign audiences of U.S. society and its values.
- o Concentrate Agency resources to project and encourage democratic principles and institutions worldwide.
- o Encourage the development of free market economies and open trade worldwide.

Programs:

- o Assure that Agency messages and media are competitive in their relevance and reach.
- o Expand and refine Agency exchange of persons programs, especially with democratizing countries.
- o Strengthen the role of academic and cultural programs in nurturing mutual understanding and in projecting clearer ideas abroad about U.S. society.
- o Maintain, wherever feasible and cost effective, the Agency's network of libraries and cultural centers.

Institutional:

- o Integrate Public Diplomacy perspectives more fully in the formulation of foreign policy within the United States Government.
- o Expand cooperation with other departments and agencies which work abroad in fields compatible with Agency objectives.
- o Strengthen relations with the Congress to broaden understanding of, involvement in, and support for the Agency's mission and programs.

- o Draw upon the talent and resources of private citizens and private sector organizations in support of Agency goals, and use Agency resources to assist appropriate private sector projects abroad.

Organizational:

- o Sustain Agency's worldwide presence while, preparing where appropriate, to regionalize resources abroad and reduce or eliminate redundant facilities, services, and products.
- o Consolidate all Washington-based operations of the Agency in a single, well-located building.
- o Preserve the Agency's institutional integrity to assure coherent achievement of Public Diplomacy goals.

Administrative:

- o Maintain a highly qualified foreign service and civil service corps with particular attention to selection, training, and allocation of resources.
- o Continue to modernize all Agency information and communication delivery systems to take account of technological developments, political changes, and changes in overseas audience habits.
- o The Agency will continue to strengthen its management, accountability and evaluation procedures.

III. STRATEGIC INFORMATION RESOURCES MANAGEMENT GOALS AND OBJECTIVES

In order to assist the Agency in meeting Director Catto's Strategic Organizational goals, the following strategic Information Resources Management (IRM) goals and objectives have been identified.

IRM GOAL #1

UPGRADE AGENCY TELECOMMUNICATIONS NETWORKS so that every Agency workstation can communicate cost-effectively with any other workstation worldwide. The system must support Agency needs for reliable, cost-effective transmission of information at high speeds.

--The integrated Agency network will link posts regionally and provide electronic access to key program contacts outside of the Agency.

--The network will run effectively in remote areas of the world, as well as support Agency needs during international crises.

This IRM Goal would support Agency-wide Strategic Goals by:

--Providing a cost-effective means of communicating Agency programs and products so that messages and media are competitive, timely, and presented them in a form that facilitates positive reception of the message;

--Facilitating on a priority basis the establishment of operations in the newly established states in the Commonwealth of Independent States (CIS) and Eastern Europe through regional and international telecommunications links;

--Assisting in expansion and refinement of the exchange of persons program, the strengthening of academic and cultural programming, and the maintenance of cost-effective libraries and cultural centers by providing target audiences with timely access to information, both inside and outside of the Agency; and, by providing staff with the means to manage these programs effectively;

--Providing communications links necessary to make regionalization of operations feasible;

--Strengthening the management, accountability and evaluation of operations by providing staff with the means to communicate more efficiently and productively.

OBJECTIVES TO MEET GOAL #1

1. **Install telecommunications systems at new posts in Eastern Europe and the Commonwealth of Independent States (CIS) on a high-priority basis. The systems must support Agency programming needs for voice, data, audio and video. In addition to links between the new posts, Washington and RPO Vienna (or alternative support site as designated by the Office of European Affairs (EU), the systems must be able to connect cost effectively into commercial databases and electronic mail services that can link library operations to outside academic and library institutions. (Installation: FY 1992-1995 as required)**
2. **Increase the number of overseas regional telecommunications hubs (Binkley) in East Asian and Pacific (EA), African (AF), and American Republic (AR) areas so that all posts have access to a hub for sending and receiving data. Hubs are currently operational, serving posts in the EU and NEA (North African, Near Eastern, and South Asian) geographical areas. (Target: FY 1993/94)**
3. **Install a standardized E-mail software package that will run seamlessly on all Agency systems. (Target: FY 1993)**
4. **Develop a plan for replacing the Binkley software used for high-speed batch delivery of data (e.g., Wireless File) with a telecommunications package that is sharable and can provide file transfer and electronic mail connectivity which supports high-speed, error-correcting transfer of data. (Target: FY 1993)**
5. **Expand capability for posts to deliver programs/products to target audiences electronically.**

--Assist installation of electronic bulletin boards in posts where the local telecommunications environment supports this technology as a viable means of distributing information. (Target: Ongoing)

--Facilitate the distribution of Agency products via commercial database services in posts where viable. (Target: Ongoing)

6. **Connect the Agency to the State Department's new X.25 Packet Switching Network to take full advantage of this technology, not only for internal telecommunications needs (e.g., DTS [Diplomatic Telecommunications System] cables, data transmission of programmatic material such as the Wireless File, and E-mail) but also for using this network to connect to outside databases and value added networks.**

--Connect U.S. Information Service (USIS) posts and installations to the new network following State Department's schedule, which projects 26 posts in calendar year 1992 and 60 posts per year for the next five years.

--Expand the number of connections between the Communications Center (M/TC) and the Computer Center (M/TM) to provide full access to all posts on the X.25 network to core systems in M/TM.

--Upgrade the communications processor in M/TM to accommodate the additional posts that will be added to the X.25 network; and provide a gateway for linking to outside databases and value added networks.

7. **Expand connectivity in Washington to the WangNet system (LANs, Wang VS, and OIS). In addition to E-mail connectivity, users should have access to mission-critical applications (e.g., INCABLE, OUTCABLE, and Financial Management System). (Target: FY 1993)**

--Where practical, connect all domestic personnel to the WangNet backbone.

--Install asynchronous and SNA (systems network architecture) gateways to allow easy network access to other systems (e.g., the IBM mainframe).

8. **Establish an X.400 connection between the Bureau of Broadcasting's (B) System for News and Programming (SNAP) and WangNet that will seamlessly communicate mission-critical applications. (Target: FY 1993)**

9. **Install an Agency-wide modem pool on the network to access outside private and public sector databases and contacts such as Internet, Bitnet and Telenet. (Target: FY 1994)**

10. **Begin start of the technical design of the new Agency building as soon as possible so that it has maximum technical functionality throughout (i.e., "Smart Building"). The move to a new location presents a significant opportunity to connect offices electronically and pre-position us for the future. We should try to anticipate future technological**

developments as much as possible and include those factors in the design. Technological innovation and maximum flexibility will have to be balanced against considerations of cost/benefit. All offices should have connections for data, voice, audio and video, and must be configured so that employees can be moved with little disruption in technical services.

IRM GOAL #2

MODERNIZE THE AGENCY'S TECHNOLOGY HARDWARE AND SOFTWARE INFRASTRUCTURE through a well thought-out program that reflects operational and technical needs and budget realities. Emphasis will be on replacing those systems that break down with increasing frequency and have become costly to maintain or are based on antiquated technology that hampers the Agency's ability to implement improved technology.

This IRM Goal would support Agency-wide Strategic Goals by:

--Ensuring that Agency employees are given the resources they need to carry out our mandate (automation has become an integral part of virtually every Agency operation); automation provides the means for helping overworked officers do their jobs more productively, and frees their time for program work;

--Modernizing all Agency information delivery systems to take advantage of technological developments to provide more timely access to information;

--Using computers in our overseas operations, which has an ancillary programmatic benefit of reinforcing the U.S. image as a world leader in the computer age.

--Figure 1 shows the Distribution of Wang OIS, Wang VS, and PC LANs Agency-wide.

OBJECTIVES TO MEET IRM GOAL #2

1. **Replace proprietary Wang OIS systems and Wang Classic PCs with IBM-compatible PCs and PC Local Area Networks (LANs).** Target date for replacement of all OIS systems and Classic PCs is three years. (Ongoing)
2. **Replace Wang VS minicomputers worldwide with PC-based Local Area Networks.** These systems will probably be viable for the next five years, but most certainly should be replaced in the 5-7 year time frame. Because of the large number of these systems, planning for replacement should begin now.

Conversion of the Area Offices in Washington to PC LANs is a high priority. (Target: FY 1995)

3. **Automate the way Agency offices store and retrieve documents and records:**

--Expand the use of CD-ROM (compact disc-read only memory) technology for making large volumes of information easily accessible overseas. Leading candidates for this application include: (a) Program Materials- TV/Film catalog, special bibliographies created by the Agency Library, and the Press and Publications (P/P) Photo Library (either photos or index); (b) Administrative Materials - Manual of Operations and Administration (MOA), overseas handbooks, and the Agency telephone directory; and, (c) Automation Tools - software applications, clip art, electronic style sheets for standard formats (e.g., Wireless File, letterhead, etc.).

Develop implementation plan- FY 1992; begin implementation FY 1993.

4. Replace the Agency's current system for printing/distributing incoming cables (i.e., Automated Distribution System [ADS] with a modernized system that would allow electronic delivery of incoming cables to an office). (System procurement: FY 1992; installation FY 1993)

NUMBER OF INSTALLED OIS, VS, AND LAN SYSTEMS

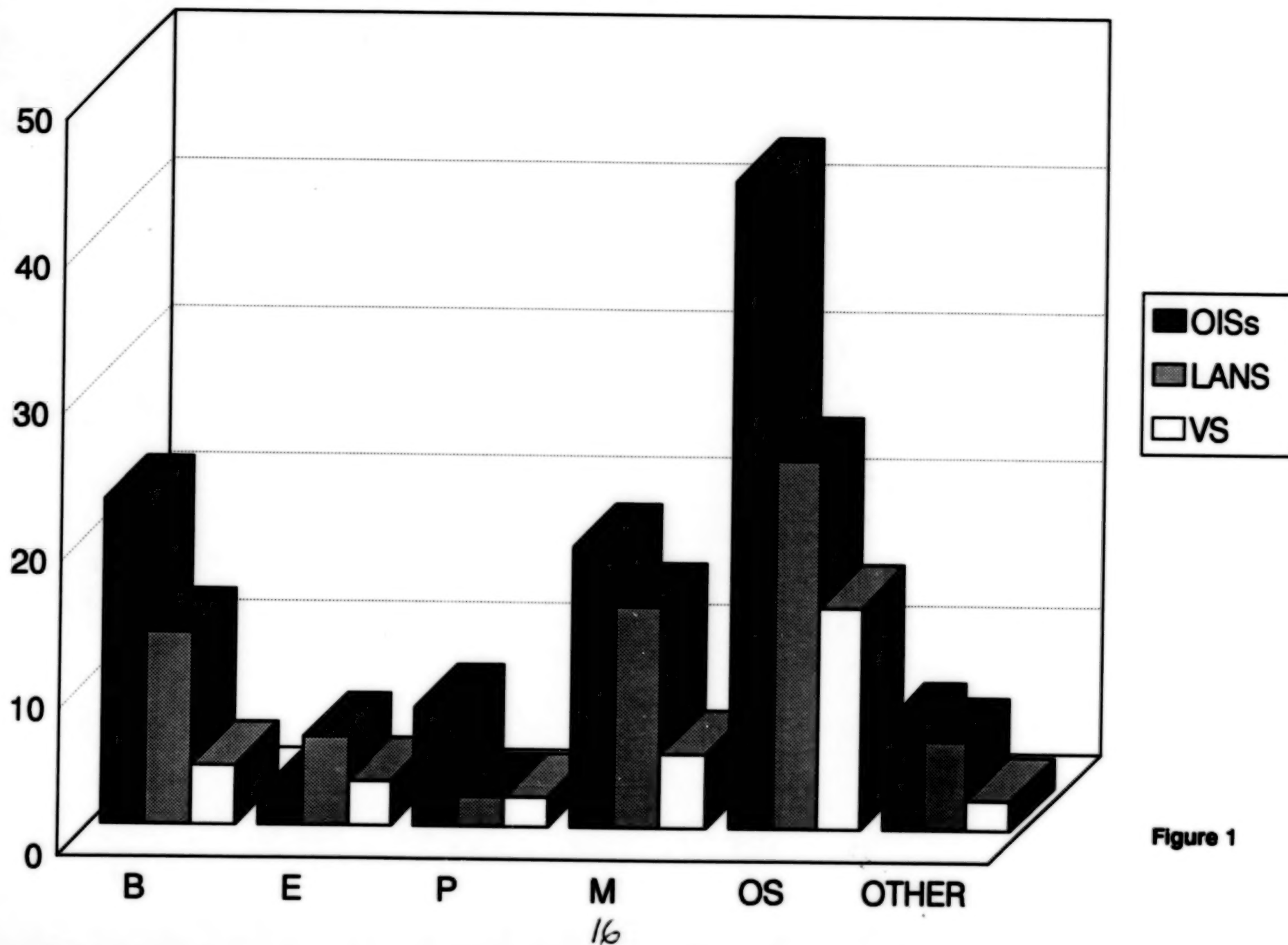


Figure 1

IRM GOAL #3

AUTOMATE BASIC PROCESSES AND STREAMLINE OPERATIONS to increase productivity through the application of automation, the elimination of redundancy and the sharing of information.

This IRM Goal would support Agency-wide Strategic Goals by:

--Improving the management of Agency operations through the application of technology to help us work "smarter." Improving productivity by eliminating manual operations where practical, and the duplication of work;

--Ensuring that Agency employees are given the resources they need to carry out our mandate (automation has become an integral part of virtually every Agency operation); automation provides the means for helping overworked officers to do their job more productively, and frees their time for program work;

--Strengthening Agency management, accountability and evaluation procedures;

--Encouraging innovation in operations through the intelligent application of automation.

OBJECTIVES TO MEET IRM GOAL #3

Development/Procurement and Maintenance of a Suite of Basic Office-level Software Applications-

1. Basic Office-level Software Programs for Overseas Posts:

(a) **Financial Management Package-** Fix current software and develop implementation plan to convert posts, where practical. (Target: FY 1993)

Evaluate feasibility of transmitting data electronically from posts to the Office of the Comptroller (M/C), and roll up into regular reports and exercises. (Target: FY 1994)

(b) **Distribution and Records System (DRS)-** Maintenance.

(c) **Property Management-** Complete new package (Target: FY 1994)

(d) **Wireless File Processing-** Offer standard formats; develop plan for incorporation of graphics. (Target: FY 1993/94)

(e) Electronic Forms- Develop new forms and distribute; maintain old forms. (Ongoing)

(f) Library Automation- Examine feasibility of closer integration with other post programmatic systems (e.g., Wireless File).

(g) Research feasibility of moving data from the above-mentioned systems electronically to streamline processing and send information, either regionally or directly to Washington. (Target: FY 1995)

2. Basic Office-level Software Programs for Washington Offices

(a) Financial Management- Evaluate the role of office cuff record systems in managing financial records. Issue: include this functionality in the Agency's Core Financial Management System (FMS), or interface cuff records to the FMS. (Target: FY 1996)

(b) Procurement- Streamline and automate processing of procurement documents. (Target: FY 1994)

(c) Automated Forms- Develop electronic forms for use in performing administrative functions. (Target: FY 1993)

Sharing of Information-

3. Develop an Agency-wide information systems architecture to guide the development of integrated applications and the sharing of information. (Target: Completion- ongoing; complete initial architecture: FY 1993)

4. Evaluate the feasibility of maintaining key Agency information in a central database (i.e., data warehouse concept). (Target: FY 1993/94)

5. Develop and implement standardized procedures for the management of information and the development of applications. (Target: FY 1992/93)

Streamlining Processes-

6. Establish a methodology for streamlining and automating Agency processes. Identify opportunities and establish priorities for high payback. (Target: FY 1993)

7. Proceed on a regular program for analyzing processes using the methodology above, and implement results. (Target: FY 1994 through planning period)

8. **Develop and maintain an automatic on-line system for USIS posts to order program materials from Washington. The system should be implemented as an adjunct to the Public Diplomacy Query System (PDQ) and function much like the on-line ordering component of commercial databases such as "Dialog."**

IRM GOAL #4

ELIMINATE WEAKNESSES IN OUR CORE AUTOMATED ADMINISTRATIVE SYSTEMS to improve the management and accountability of Agency operations.

--Modernisation of the Financial Management System is the Agency's highest administrative priority.

This IRM Goal would support Agency-wide Strategic Goals by:

--Eliminating a vulnerability in the Core Financial Management System, to avoid problems in the management of funds;

--Strengthening the management of Agency resources, which has become increasingly important in times of limited resources and growing programmatic opportunities.

OBJECTIVES TO MEET IRM GOAL #4

- 1. Modernize the Agency's Financial Management System to meet operational needs for effective management of resources and comply with government-wide regulations. Remove the Agency's FMS from the list of high-risk critical weaknesses.**

There is a detailed plan for accomplishing this task. Listed below are key short-term highlights from the plan:

(a) Review and revise on a regular basis the Agency's Five-year Plan for Modernizing its FMS. (Ongoing)

(b) Develop and maintain an Information Systems Architecture for the future development of FMS, and to guide the integration of the sub-systems within FMS. (Target: FY 1993)

(c) Develop functional requirements and conduct a cost-benefit analysis of options. Make the decision on a future system. (Target: FY 1993/94)

(d) Develop implementation plan and initiate implementation of system. (Begin FY 1994; future schedule dependent upon details of plan)

- 2. Review the Agency's Personnel Management System and determine if it meets user needs. Further action is dependent on the review. (Target: FY 1994)**

3. Property Management-

(a) Fully implement PIAS (the Agency's current property management software system) as an initial step in property accountability. (Target completion: FY 1992/93)

(b) Evaluate requirements for modernizing PIAS- Complete functional requirements and a data model for property management. Assess whether the current PIAS meets all functional needs and complies with government-wide requirements. Conduct cost-benefit analysis of options and make decision on future direction. (Target: FY 1994/95)

IRM GOAL #5

DEVELOP ADDITIONAL PROGRAMMATIC DATABASES FOR AGENCY-WIDE USE

This IRM Goal would support Agency-wide Strategic Goals by:

--Providing Agency offices with the timely information for managing programs and operations effectively. It would increase efficiency and productivity by eliminating duplication of work.

OBJECTIVES TO MEET IRM GOAL #5

1. **Maintain and expand the Public Diplomacy Query (PDQ) System to include the following databases:**

(a) **U.S. Foreign Policy Database.** Maintain an indexed, full-text database of original foreign policy materials, consisting of unclassified policy statements from other agencies (e.g., State, Commerce, Agriculture, Treasury, and the Arms Control and Disarmament Agency [ACDA], and Energy), as well as cables and other sources (e.g., speeches) in which those policies are articulated. This database can be operated as an adjunct to the PDQ, installed on commercial database services, and/or issued on CD-ROM.

(b) **Program Support Database.** Maintain an indexed, full-text database of substantive program-support materials not now included in the PDQ. Much of this material is prepared in response to individual post requests (e.g., reference questions answered by the Agency library) or as support material for Washington products and services (e.g., the handout materials prepared for American Participants [AMPART] and International Visitors programs). This database will help program officers share the results of their efforts and improve the quality of their products.

2. **Expand data in the Country Plan Database.** Examine enhancement to the current system to add specific data on each country in addition to the current information in the database, which only covers post program support requests at the beginning of each year (e.g., information on posts, programming actually provided, etc.).
3. **Develop a Program Market Database.** Maintain a database of information on the ongoing usage of Agency program products and services by USIS posts and audiences, as well as post perceptions and Agency research on the relative impact of such products and services. In the absence of a true market

mechanism for ensuring the competitiveness of Agency products, this database will provide guidance for ensuring greater relevance and reach on a continuing basis. (Target: FY 1996)

4. **Field Program Resources Database.** Maintain a central database of country information needed for resource allocation and post management decisions in Washington, including basic demographic data on each country addressed by Agency programs (e.g., population and gross national product); the Agency's program in that country (e.g., size of post, resource allocation, location of branches and centers, and staffing); and private sector programs in that country (e.g., exchanges, institutional linkages, and media representation) to the extent they are known.
5. **Experts Database.** Maintain a database of information on people with substantive expertise and interest in subjects of importance to the Agency, including past and potential speakers and exchange program participants. This database will be used to select participants in Agency programs, provide assistance and advice on program issues and review program proposals for content. The database can be implemented as an extension or superset of the Grants Management systems (GMS).
6. **Reports Database.** Maintain an indexed, full-text database of all Agency program reports (e.g., field reports, trip reports, highlights reports, and budget backup reports) to provide an overview of Agency activities, facilitate contact with other agencies and the Congress, and reduce duplication of effort.

IRM GOAL #6

INCREASE PRODUCTIVITY THROUGH EFFECTIVE MANAGEMENT AND USE OF INFORMATION RESOURCES AND CONCEPTS. We must ensure that we are receiving maximum productivity from the large investment that we have in technology by managing these resources effectively.

This IRM Goal would support Agency-wide Strategic Goals by:

--Providing employees with the resources (e.g., hardware and software) they need to carry out the Agency mission, and training them to effectively use those tools;

--Ensuring that funds are expended prudently (i.e., systems are planned properly and managed effectively).

OBJECTIVES TO MEET IRM GOAL #6

1. **Increase the amount of information technology training provided to Agency employees worldwide.**

(a) Overseas automation training:

--All Foreign Service Information Officers (FSIOs) should receive mandatory automation training before reassignment overseas (1-2 day technology overview; basic skills courses on word processing, spreadsheets, etc., as required). (Target initiation: FY 1993)

--Expand the number of regional training seminars for Foreign Service Nationals (FSNs) offered by the Overseas Technology Division (M/TO) annually--ideally at least six per year. (Target: FY 1993)

--Procure a complete set of basic training videos and computer-based training programs for every post. (Target: FY 1993/94; ongoing after that)

(b) Domestic automation training:

--Expand the Training and Development Division's (M/PT) computer training. Double the current course offering. (Target: FY 1993 initiate; full program FY 1994)

2. **Expand Implementation of Agency's Life Cycle Management Policy.** The Office of Technology (M/T) developed and published a policy last year that contained procedures for the

effective development and management of automation systems. We need to ensure that the policy is fully implemented. (Ongoing)

3. **Institutionalize the Information Resources Management Planning Process.** This initial Five-year Strategic IRM Plan needs to be updated regularly.

--It is critical that IRM planning is tied more closely with the budget process. We need to reduce the reliance on fiscal year-end fall-out for funding most of these costs. It is inefficient and wasteful, making it virtually impossible to address long-range issues.

4. **Provide automation support and guidance:**

(a) **Overseas:** visit every post at least once a year for the purposes of:

--Providing on-site training and assistance to posts in solving technical problems.

--Working with the post in developing and updating its short- and long-term technology plans.

(b) **Washington:**

--Strengthen the Technology Coordinator function to provide additional staff resources for providing end user assistance.

--Strengthen the M/TI Information Center to provide more hands-on assistance to end users (in-depth user training) and technology integration.

IV. CURRENT SITUATION

This section provides a general overview of the Agency's information resources installed base. It includes (a) the automated data processing equipment (ADPE) hardware investment, (b) the USIA telecommunications networks, and (c) the administrative core systems. The purpose of this section is to provide Agency management as well as Bureau level system developers and planners a better understanding of the Agency's technology base.

A. AUTOMATED DATA PROCESSING EQUIPMENT (ADPE) INVESTMENT

The Agency's investment (original purchase value) in automated data processing equipment is approximately \$57 million. The Agency has invested approximately \$15 million for overseas equipment and (\$42 million) for domestic equipment (see Figure 2). The Bureau of Broadcasting owns approximately one half of the Agency's ADPE domestic resources. The M Bureau owns 33 percent, while the Bureau of Policy and Programs' (P) investment is about seven percent of the Agency's domestic total. Both the E Bureau and the Director's staff offices (including R, OIG, GC, CL, PL, and C) own about five percent of the total. The area offices also own five percent. Figure 3 shows a breakdown of the domestic investment in ADP equipment.

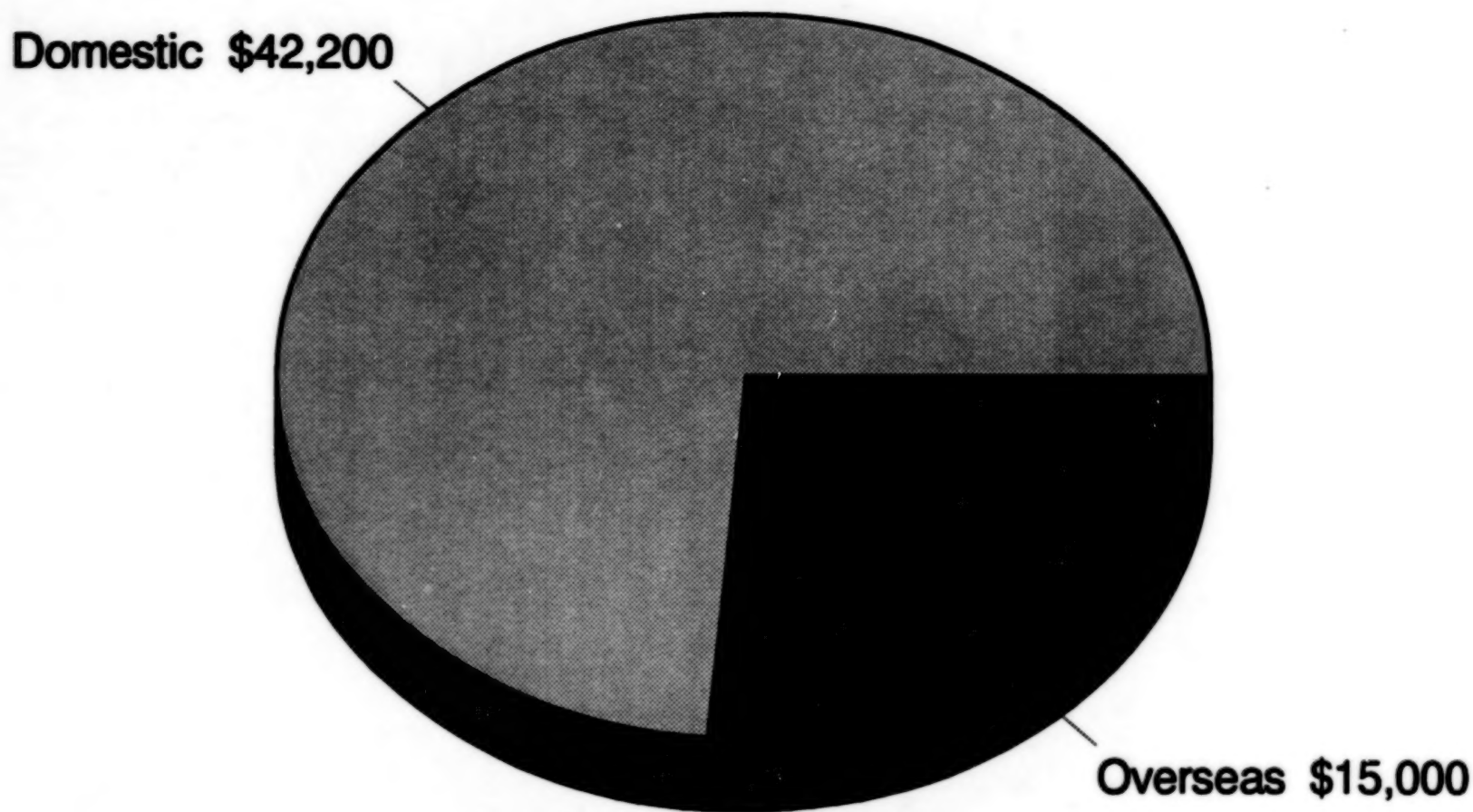
Four main vendors have equipment installed in USIA. The Agency has a large investment in Wang Laboratories, Inc. proprietary equipment. Wang equipment (i.e., VS minicomputers and OIS word processing systems) accounts for almost half of the domestic ADPE resources and about 95 percent overseas. The Bureau of Broadcasting's SNAP System (which includes Xerox, Sun Microsystems, and Digital Equipment Corp.) represents a 38 percent share of the domestic ADP Equipment. IBM has a four percent share of the domestic ADPE base representing the Agency's mainframe investment and some PCs. WIN Laboratories' share of the Agency's ADPE resources is two percent of the total.

The Wang OIS equipment is old and Agency management is committed to replacing the OISs with microcomputer-based local area networks. The SNAP equipment has reached an age such that the Office of Voice of America Programs (B/VOA) has started a \$5 million modernization program.

B. USIA TELECOMMUNICATIONS NETWORKS

The Agency's telecommunications resources consist of diverse integrated and stand-alone networks with varying degrees of sophistication. These networks consist of (1) WangNet, (2) IBM Network, (3) Diplomatic Telecommunications System (DTS),

USIA Investment in ADP Equipment (000s)



Source: USIA IRM Planning and Architecture Guidance, April 1991

Figure 2

Domestic Investment In ADP Equipment (000s)

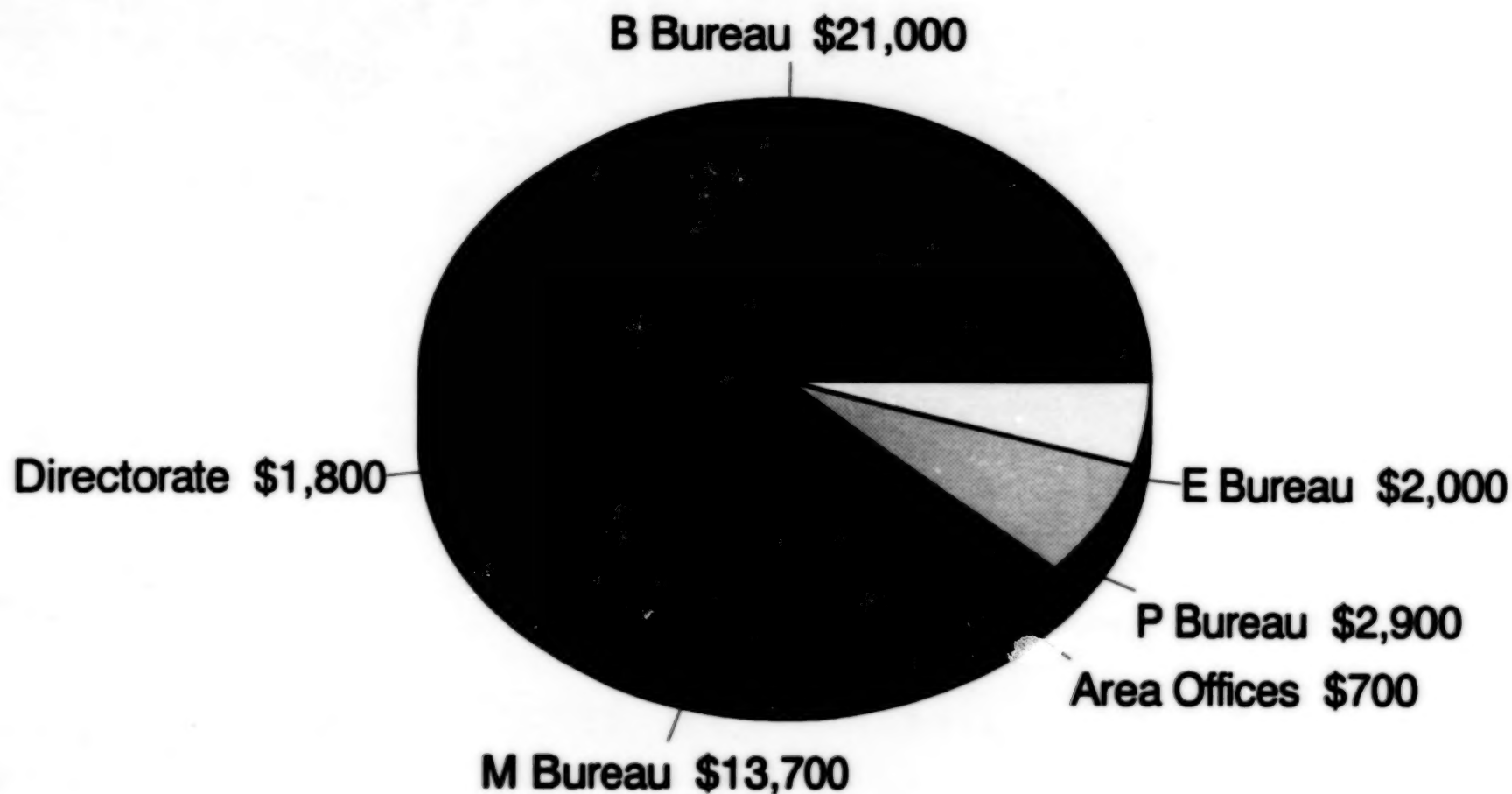


Figure 3

(4) Binkley, (5) TVRO, (6) SIS, (7) SNAP, (8) DecNet, and (9) PC Local Area Networks. A brief description of each of these networks is described below.

1. WangNet

WangNet is Wang's implementation of networking. The USIA Computer Center has five Wang VS minicomputers attached to WangNet. Two of the VS systems are used as international communication gateways serving overseas posts that operate Wang OISs, VSs and PCs with appropriate telecommunications software installed.

2. IBM

The Agency's IBM 4381 uses a communication processor to connect domestic users via leased telephone lines. In addition, the Wang VSs located in the Computer Center also provide gateway functions for Wang VS users that need connection to the IBM system.

3. DTS

The DTS (Diplomatic Telecommunications System) is a network that the Foreign Affairs community uses for all official correspondence. Communication is accomplished by using dedicated channels that are point-to-point circuits operating synchronously at various data rates. Typically, all circuit links are encrypted.

4. Binkley High Speed Modem Network/System

The Binkley network is comprised of PCs using Binkley communications software. The PCs are connected via dial-up high speed modems. Currently the Binkley network is operating using two hubs. One hub is in the Agency's Computer Center; the other in RPO Vienna. A third hub is being planned for the Middle East.

5. Satellite Interconnect System (SIS)

B/VOA operates a mixed network of leased lines and radio transmitters for distribution of audio feeds and programming worldwide. However, B/VOA plans to replace this network with a satellite feed system called Satellite Interconnect System.

6. Television Receive Only (TVRO)

The Office of Worldnet Television and Film Service (B/TV) operates a TV satellite distribution network using Television Receive Only (TVRO) satellite downlinks to 170 overseas locations. WorldNet TV is distributed primarily using TVRO satellite downlink systems available at USIS posts and U.S. embassies. TVRO is also used to deliver VOA program audio feeds and Wireless File data to the posts, "piggybacking" onto the video transmission channel.

7. SNAP

SNAP (System for News and Programming) is a B/VOA network that supports broadcasting functions. The SNAP provides comprehensive English and foreign language word processing, electronic mail (E-mail) and a database management system. There are about 1,000 nodes on the SNAP network. SNAP communicates with the Agency's Wang users through an X.400 E-mail gateway.

8. DECnet

The Office of Engineering and Technical Operations (B/E) uses DECnet as a communication protocol for its network. The major components of this network are two VAX-8300 computers. One VAX-8300 is used for engineering applications and the other for controlling and monitoring the VOA's relay stations functions.

9. PC LANs

There are many stand-alone PC-based local area networks (LANs) throughout the Agency. Some of these LANs are connected through gateways to the Agency's IBM 4381 mainframe computer. Most of the LANs installed are still not integrated into the Agency's network.

C. AGENCY'S CORE ADMINISTRATIVE SYSTEMS

The Agency's core administrative systems consist of six subsystems: (1) Accounting, (2) Payroll, (3) Budget Control (Funds Execution System), (4) Personnel, (5) Property, and (6) Procurement.

The three largest systems (Accounting, Payroll, and Property) are more than 20 years old. Many changes have been made to these systems over the years. These changes have been tacked on to the basic software. The unstructured, and in some cases undocumented, software is complex and difficult to support and to change.

These systems are not integrated in that there is no simultaneous updating of common data in multiple subsystems. There are some system interfaces between systems (i.e., batch update of data from one system to another). Some interfaces are automated (e.g., payroll-to-accounting), while others are manual (e.g., procurement-to-accounting). Because of the way that the software programs are written and the files are structured, there is no easy way to establish links between systems.

There are planned enhancements to the Accounting, Payroll, and Property systems that will correct some of the deficiencies and establish simple links between them. However, these are only short-term solutions. The desired long-term goal is true

integration of these core administrative systems. A detailed description of the core administrative systems is documented in the Agency's Information Resources Management Planning and Architecture Guidance issued in April 1991.

V. MANAGEMENT ISSUES ON REACHING IRM GOALS AND OBJECTIVES

Listed below are issues that Agency management will need to address to achieve our IRM Goals and Objectives. These issues cut across organizational lines and have a major impact on our overall productivity and ability to manage technology effectively.

A. TRAINING, TRAINING, TRAINING

The lack of sufficient automation training Agency wide is a major problem. Many employees have not been trained sufficiently to use their computers and software effectively. As a result, many systems are grossly under-utilized (keep in mind that our overall investment in this equipment exceeds \$57 million). When managers make the decision to procure new computer equipment, they often do not include training needs in the cost calculations. Either that, or they assume that M/PT (domestic) or M/TO (overseas) will provide the training free of charge. Those organizations are severely understaffed and not sufficiently budgeted to handle all of the information technology training needs. They have resources to train only a small portion of the Agency's employees.

If we cannot increase the training resources, which M/T would recommend strongly, we should consider restricting purchase of new equipment. This would be bitter medicine for many offices.

B. TYING AUTOMATED DATA PROCESSING (ADP) PROCUREMENT TO THE BUDGET PROCESS

Much of the computer equipment and software that the Agency buys is purchased using fiscal year-end fall-out funds. Most offices do not budget up front for these costs, either for the initial purchase or for ongoing hidden support costs (e.g., system management, training, upgrades, and maintenance). Several problems result from this pattern of funding:

- Many purchases are completed without adequate advance planning or evaluation, sometimes resulting in buying the wrong item or buying equipment that is not needed;
- equipment is used inefficiently because employees are not trained to take full advantage of its functions;
- one-time funding makes it difficult, if not impossible, to develop more complex systems and applications to get full benefit from automation;
- the availability of funding results in wide disparity in the level of automation between offices; some offices have fairly advanced hardware and software--those are generally the

offices that have a large amount of fiscal year-end funds available; others are barely into the computer age--generally those offices with few funds available.

There have been many reasons for funding technology purchases this way. Budgeting for automation at the beginning of the fiscal year would require management to reduce programs. Those are trade-offs they are loath to make. The volatile nature of overseas exchange rates makes it difficult to project with any certainty the availability of resources. Given this uncertainty, management opts for keeping the programming running and postponing decisions about automation until late in the year. We need to recognize that we are paying a price for this decision, and in the long run it is costing us more to do business. Automation and the management of information has become so embedded in our operations that it needs to be recognized as a basic cost of doing business. As such, we need to make the hard decisions and reprogram resources into a base for information technology.

We strongly recommend that the Agency establish a permanent budget for information technology (IT) to include: (1) system maintenance (which is generally all that is budgeted now), (2) software/application development, (3) automation training, and (4) a capital acquisition budget for hardware and software.

Agency-wide initiatives should appear as part of budget of the Office of Technology (M/T) budget and should be included in the base at the beginning of the fiscal year. M/T should prepare budget proposals from the Strategic IRM Plan for consideration as part of the annual budget decision-making process in the summer.

Bureaus and posts should establish an IT budget for their local initiatives, again consistent with their Strategic IRM Plan.

C. SYSTEM MANAGEMENT OF LOCAL AREA NETWORKS (LANs)

The Agency has decided to standardize on personal computer-based (i.e., PC-based) local area networks to replace Wang proprietary systems (OIS, VS and Classic PCs). LANs provide much more functionality and flexibility than the old Wang systems, but they are also more complex to maintain and manage. Frankly, many offices did not do a very good job of managing their old OIS systems, and those machines were fairly forgiving. Once a PC LAN is installed, managers will not have the same luxury. Offices with LANs must have system managers who: (1) are qualified (not all OIS system managers will be able to handle LANs); (2) have proper training (both initially and ongoing to maintain their

proficiency); and (3) have adequate time to devote to support of the new system (initially that may mean up to 100 percent of their time from installation up to six months and 25 percent of their time after the system has settled in).

D. EVOLUTION OF TECHNOLOGY MEANS MORE ATTENTION BY MANAGEMENT IN MANAGING INFORMATION TECHNOLOGY

In most offices, the purchase of computer systems started at the grassroots level, and decisions about configurations and funding were made locally. This approach was probably adequate for stand-alone systems like the Wang OIS and non-networked PCs. However, we are now moving into a new environment of integrated networks where more planning and management is needed at higher organizational levels. If we do not do this, we are going to end up with incompatible equipment and software, systems and applications that cannot talk to each other, wasted expenditures due to duplication of purchases, and higher costs because we do not pool our requirements to get economies of scale. We would not be managing our information technology resources wisely.

The new environment means a need for more integrated systems, closer coordination among offices, and the application of standards to ensure system compatibility--in short, much tighter management control.

Some Agency elements have already taken some very positive steps in this direction:

- The Television Service has had an active Technology End User Council made up of representatives of TV's major offices which has been quite successful in coordinating and managing their efforts.

- The Bureau of Management has recently established a similar body and has begun to make progress on a number of technology problems that have plagued the Bureau for some time.

We encourage other Bureaus to take the same steps.

E. OPPORTUNITY IN THE BUREAU OF BROADCASTING

In this same vein, we note that last year the Agency reorganized to create the Bureau of Broadcasting, comprised of VOA, TV, and the Offices of Cuba Broadcasting. Although some functions have been consolidated in the new Bureau (e.g., networks, and some administrative functions), the management of information technology is still largely decentralized.

If B Bureau is to be truly integrated, there are major technology issues that will have to be resolved. As examples (1) the Bureau has several computer systems that are not compatible and cannot communicate with each other; (2) there appears to be wide disparity in the level of automation between offices in B--some have very sophisticated computer systems, and others have only recently entered the computer age; (3) there is no strategic information technology planning for the Bureau, which deals with the B as a whole--each component has its own plans, but a truly integrated technology plan does not exist for the Bureau; some B offices have even held back on technology planning until some strategic guidance comes from B senior management; and (4) there also appears to be a wide disparity in the allocation of technology resources from one component to another, both in funds and staffing. The recent reorganization presents an opportunity to address these issues before relationships in the new organization are solidified.

We should quickly add that many of these issues are not unique to the Bureau of Broadcasting. Many of the other Bureaus have the same problems. See D above.

VI. RESOURCE REQUIREMENTS - AGENCY-WIDE INITIATIVES

(000s)

AUTOMATION REQUIREMENT	FY 93 Resource Required	FY 94 Resource Required	FY 95 Resource Required	FY 96 Resource Required	FY 97 Resource Required
1.1 Install Telecommunications Systems at New Posts	500	50	50	50	50
1.2 Increase Regional Telecommunications Hubs	33	33	7	7	7
1.3 Install Standard E-mail Software Package	200	169	184	50	50
1.4 Develop Plan for Binkley Software	80	10	10	10	10
1.6.1 Connect USIS Posts & Installations	500	500	500	500	500
1.6.2 Expand Connections Between M/TC and M/TM	90	10	10	10	10
1.6.3 Upgrade Communications processor in M/TM	150	150	30	30	30
1.7 Upgrade Current Wangnet System	90	10	10	10	10
1.8 Establish an X.400 Connection Between B Bureau and SNAP System & Wangnet	60	6	6	6	6
1.9 Install Agency-wide Modem Pool	60	6	6	6	6
2.1 Replace Workstations on Wang Proprietary	1300	1600	1900	2100	2400
2.1 Replace Wang OIS and Agency PC's worldwide with LANs	1,000	2,000	1,000	50	50
2.2 Replace Wang VS with PC-based LAN's	0	0	500	1000	500

2.3 Expand the use of CD-ROM Technology	132	145	158	40	40
2.4 Replace Agency's System for Printing/Distributing Incoffling Cables	350	150	150	150	150
3.1.e Develop Electronic Forms	22	11	11	11	11
3.2.a Evaluate Financial Management (Interface)	70	75	150	45	30
3.2.b Automate Procurement Documents Processing	0	75	25	10	10
3.2.c Develop Automated Forms	30	15	15	15	15
3.3 Develop Agency-wide Architecture System	150	100	70	70	70
3.4 Evaluate the Feasibility of Maintaining Agency Info. in a Central Database	50	50	200	100	50
3.5 Develop Standardized procedures	0	10	0	10	0
3.6 Establish Methodology for Agency Processes	25	25	0	0	0
3.7 Analyze Processes	50	50	50	75	75
4.1 Modernize the Agency's FMS	1,500	1,500	1,500	1,500	1,500
4.2 Review Agency's Personnel Management System	75	8	8	8	8
4.3.a Implement Property Management System	75	8	8	8	8
4.3.b Evaluate PIAS	0	100	100	0	0
5.1 Maintain and expand PDQ	50	100	50	100	50

5.1 Develop a Program Support Database	0	50	200	200	50
6.1.a Expand M/TO Computer Training	150	150	150	150	150
6.1.b Expand M/PT Computer Training	125	137	137	137	660
6.4.a.1 Provide On-site Training	300	300	300	300	300
6.4.b.2 Strengthen M/IT Information Center	150	150	150	150	150
TOTAL REQUIREMENT	7367	7753	7645	6908	6956
INCLUDED IN BUDGET	2760	2500	2500	2500	2500

Figure 4 represents a graphical depiction of the "Total Requirement" and "Included in Budget" shown above.

AGENCY-WIDE AUTOMATION REQUIREMENT

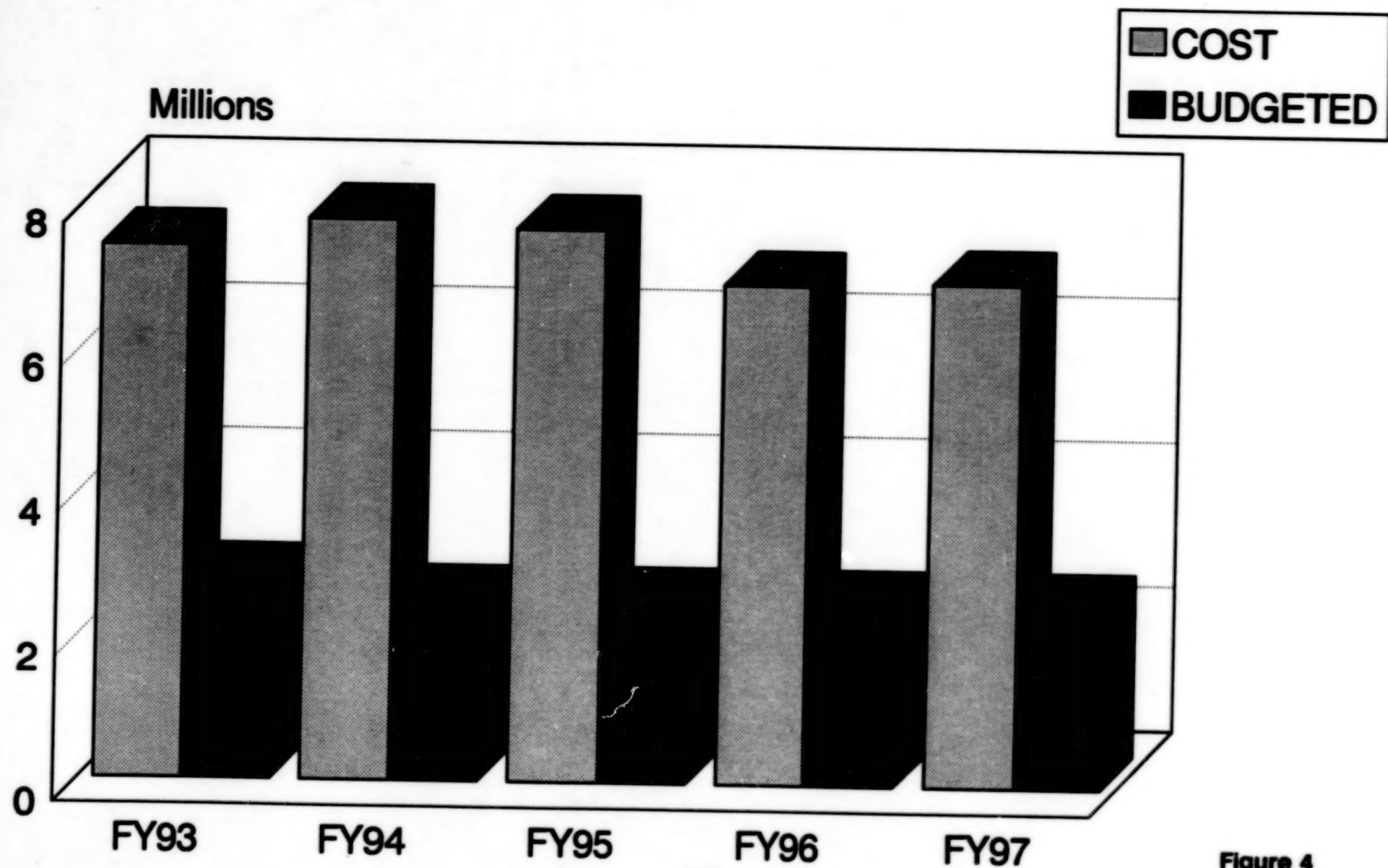


Figure 4

VII. RECOMMENDED PRIORITIES FOR AGENCY-WIDE OBJECTIVES

Listed below is the M/T-recommended priority for Agency-wide objectives. This ranking is based on input received from Bureau technology coordinators and the M/T division chiefs.

The purpose of ranking these objectives is to guide the expenditure of funds if only a portion of the total amount of resources identified in this plan is allocated during the budget process.

- 1. Install telecommunications systems at new posts in Eastern Europe and the Commonwealth of Independent States (CIS) on a high-priority basis.**
- 2. Modernize the Financial Management System to eliminate a vulnerability in the Core Financial Management System and to avoid problems in the management of funds.**
- 3. Increase the amount of information technology training provided to Agency employees worldwide.**
- 4. Replace Wang OISs and workstations both domestically and overseas.**
- 5. Connect U.S. Information Service (USIS) posts and installations to the new State Department network.**
- 6. Increase the number of overseas regional telecommunications hubs (Binkley) in East Asian and Pacific (EA), African (AF), and American Republic (AR) areas so that all posts have access to a hub for sending and receiving data.**
- 7. Expand connectivity in Washington to the WangNet system (LANs, Wang VS, and OIS).**
- 8. Install a standardized E-mail software package that will run seamlessly on all Agency systems.**
- 9. Develop an Agency-wide information systems architecture to guide the development of integrated applications and the sharing of information.**
- 10. Strengthen the M/TI Information Center to provide more hands-on assistance to end users (in-depth user training), and technology integration.**

FUTURE DIRECTIONS

During the planning period, the following technology areas will be of interest to the Agency and should be evaluated carefully for impact on operations. In most cases, not enough information is known at this time to determine the direction of the technology or its impact on Agency operations.

A. THE FUTURE OF THE IBM MAINFRAME

The direction of the Financial Management System will have a major impact on the future of the IBM mainframe. It is currently operating at about two-thirds capacity, but if the decision is made to procure a new FMS, that may not be large enough. Part of the decision about a new FMS must consider mainframe options such as (1) upgrade of our current system, (2) replacement, (3) outsourcing to another Agency, and (4) the role of distributed processing (i.e., client-server) technology in USIA's information systems architecture. If purchase of a new mainframe is necessary, it will cost several million dollars, an expenditure that will be a major budget enhancement and must be planned.

B. IMAGING

Imaging technology has the potential for significant gains in managing large volumes of documents. To date, M/T's assessment has been that it is too expensive for Agency applications, but this could change as costs for imaging technology decrease and Agency document management costs increase.

One application may be an Article Alert Image Database which would contain selected articles from American periodicals in image format so that USIS posts could download articles and print for quick distribution in their original form. The database could include articles for fair use under copyright law (e.g., Article Alert articles), as well as articles for which the Agency has negotiated copyright.

C. REDUCED INSTRUCTION SET COMPUTING (RISC) TECHNOLOGY

Many experts predict that RISC technology will be the successor to current PC processors and MS-DOS technology. We need to watch this trend carefully and its impact on Agency systems. If it becomes an industry standard, we need to develop a practical transition strategy.

D. DISTRIBUTED COMPUTING/CLIENT-SERVER TECHNOLOGY

This technology is apparently the wave of the future. We need to assess its impact on our current information systems architecture (both hardware and software), and if the decision is made to proceed, develop a transition strategy.

E. FUTURE STATE DEPARTMENT NETWORKS

The Agency will continue to use State Department networks as long as it is cost effective to continue doing so. The Agency transferred funds to the Department several years ago with the agreement that we could use the Department's circuits without cost. From time to time, State has raised the issue of reimbursement. State is in the process of designing a new X.25 packet switching network for shared use by foreign affairs agencies. At this time it is unclear what impact this network will have on our networking strategy, although it has the potential for greatly enhanced services (i.e., greater speed and more flexibility in linking multiple networks).

Of particular interest is the need to use these advanced networks to provide overseas posts and domestic offices access to outside commercial databases and electronic mail services.

F. GRAPHICS AND NETWORKS

At the current time, our networks do not have the capacity to handle graphic images cost effectively. It is felt that the ability to add graphic images to some Agency products would enhance quality. We need to explore alternatives for doing this practically. In addition to network capacity, we must assess the posts' ability (hardware, software, and staff skills) to manage this technology. Distribution of graphic images on CD-ROM and then having the posts produce the images locally may be an acceptable alternative to sending the images via network.

G. COMPUTER OPERATING SYSTEMS

With the exception of the B Bureau SNAP system, most Agency PCs use MS-DOS. In the long term, we need to evaluate the potential for use of UNIX and OS/2 operating systems in the Agency.

There is a more immediate issue--that is, where does Windows fit into Agency plans? It is rapidly becoming an industry standard. Informal consensus is that it is not a matter of whether we adopt it, but when. There are a major number of resource issues relating to the configuration of current PCs and applications. These need to be evaluated carefully and a cost-effective transition strategy needs to be developed.

H. CD-ROM

This technology has great potential for making available large volumes of reference material at very low cost. This will be particularly useful for overseas and remote sites. The plan above assumes that we will take initial steps in making the MOA available on a regular basis in this medium. We need to explore what other reference materials should be available through this means.

I. 486 AND 586 PROCESSORS

New software increasingly requires faster processors and larger amounts of memory and storage. Most of the PCs currently installed in the Agency contain 286 or 386 processors. Where appropriate (e.g., where an office requires desktop publishing, graphics, or relational databases such as the DRS), we will have to upgrade or replace PCs. We need to develop a transition strategy. At some point, the cost for these processors will decrease so that the standard PC configuration should be based on these more advanced technologies.

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OPERATING ELEMENT PLANS

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OPERATING ELEMENT PLANS

OFFICE OF THE DIRECTOR (D)

I. MISSION

The USIA Director operates the United States Information Agency. The Director participates in foreign policy-making activities of the U.S. Government and maintains liaison with the President and with other officials. The Director also plans, develops, and executes informational, cultural, and educational activities supporting the foreign policy of the United States.

II. STRATEGIC PROGRAM GOALS

The strategic program goals of the Office of the Director are the same as the Agency-wide strategic organizational goals listed on Page 8.

III. STRATEGIC IRM GOALS AND OBJECTIVES

A. UPGRADE THE LOCAL AREA NETWORK IN THE DIRECTOR'S (D) OFFICE

The Office of the Director and Deputy Director installed a local area network in 1989. The present system is meeting all requirements for staff needs. The five-year long-range plan is to upgrade hardware components such as PCs and printers and to upgrade application and operating system software.

B. CONNECT THE COUNSELOR'S OFFICE (C) TO THE DIRECTOR'S OFFICE

The Counselor's Office plans to replace its Wang workstations with microcomputers. This replacement will allow C to connect to the local area network installed in the Director's office. The Counselor's Office will then have access to WordPerfect, LAN-based electronic mail, PDQ, and can produce cables more efficiently.

C. EXPAND THE NETWORK IN THE OFFICE OF THE EXECUTIVE SECRETARIAT

The Executive Secretariat (D/S) recently installed a local area network in the Operations Center (D/SO). D/S plans to expand the network to include the Secretariat Staff (D/SS) and connect D/S's LAN to the LAN installed in the Director's office.

D. UPGRADE THE LAN IN THE OFFICE OF PRIVATE SECTOR COMMITTEES (D/PS)

The LAN installed in D/PS is nearly four years old and should be upgraded during the next five years. D/PS workstations (286s) were not designed to run today's software which requires 386 technology to run efficiently. In addition, the file server will also need to be upgraded or replaced to support the growing disk and memory requirements of the office.

IV. CURRENT SITUATION

Microcomputer-based Novell local area networks are installed in D, D/PS, and the Operations Center (D/SO). The Secretariat Staff (D/SS) uses Wang workstations attached to a VS minicomputer. A Wang OIS-60 system is used in the Counselor's office.

V. MANAGEMENT ISSUES ON REACHING IRM GOALS AND OBJECTIVES

A. COMPUTER TRAINING

Computer training is a mandatory requirement for every one in the Office of the Director. As new technology (hardware and software) is implemented, personnel in all the Director offices need to be trained to gain maximum benefit from this technology.

B. INCOMPATIBLE SYSTEMS

The various offices within the Director's office are using different types of technology to perform their functions. For example, microcomputer-based LANs, Wang OISs, and Wang VS minicomputers are all used to perform word processing. Information cannot be shared easily among these three platforms. The Director Offices plan to move to a LAN-based microcomputer environment to eliminate these incompatibilities and improve inter- and intra-office efficiency.

C. CLASSIFIED DOCUMENTS IN THE DIRECTOR OFFICES

The Director offices need to develop a system to process classified information. Classified material is processed currently on a Wang OIS system. An analysis of D's requirements should be performed to determine which automated system will meet the needs of the offices.

VI. RESOURCE REQUIREMENTS

USIA OFFICE OF THE DIRECTOR AUTOMATION REQUIREMENT

(000s)

AUTOMATION REQUIREMENT	FY 93 Resource Required	FY 94 Resource Required	FY 95 Resource Required	FY 96 Resource Required	FY 97 Resource Required
Upgrade LAN in Director's Office	10	12	14	10	10
Connect Counselor to the Director's Office*	(10)	(15)	(5)	(5)	(5)
D/SO Office Automation	25	10	10	5	5
Upgrade LAN in D/PS	25	10	10	10	10
TOTAL REQUIREMENT	60	32	34	25	25
INCLUDED IN BUDGET	10	0	0	0	0

* Included in Agency-wide automation requirement; if the Agency-wide requirement is not approved, these figures should be added to "Total Requirement" above.

OFFICE OF INSPECTOR GENERAL (OIG)

I. OFFICE MISSION

The Office of the Inspector General is responsible for evaluating USIA's worldwide activities to determine whether its programs and operations are executed efficiently and effectively. It does this through operational audits and reviews, grant and contract audits, and inspections of overseas posts. OIG is responsible for recommending policies for the activities carried out or financed by the Agency to prevent and detect fraud and abuse in programs and operations.

II. STRATEGIC PROGRAM GOALS

As the oversight office evaluating programs and operations, the activities of the OIG include the following:

- Manage audits of the economy, efficiency and effectiveness of Agency programs and operations as well as financial and compliance audits of grantees and contractors.
- Manage inspections that evaluate and report on the effectiveness and efficiency of Agency programs and operations in achieving goals and objectives.
- Manage all investigations that relate to Agency programs and operations, (except those that relate to the Agency personnel security and physical security programs, and matters of alleged discrimination or violation of civil rights).
- Receive and investigate complaints or information from Agency employees or other that concern possible violations of law, rules, or regulations, or waste of funds, mismanagement, abuse of authority or substantial, specific danger to public health and safety.
- Review existing and proposed legislation and regulations that relate to Agency programs and operations and make recommendations on the impact of such legislation or regulations on the Agency.

III. STRATEGIC IRM GOALS AND OBJECTIVES

A. MODERNIZE THE NETWORKS AND INTEGRATED SYSTEMS

1. **Expand OIG's Local Area Network** by acquiring and maintaining hardware and software capabilities that enable access, sharing, analysis, and summarization of in-house, Agency, and other

governmental and private databases. OIG plans to acquire ten additional PCs per year, funds permitting, until each staff member has a workstation at her or his desk.

2. Ensure compatibility between OIG systems and with Agency systems to enable ease in transfers of information and, where feasible, applications. Future purchases of hardware and software will be contingent on their compatibility with existing OIG systems.

3. Develop and maintain adequate security and recovery procedures for OIG ADP hardware, automated applications, and files. The office will continue to update and test its disaster recovery plan to ensure the current equipment and created information is maintained in a secure fashion. Based on its risk assessment, OIG plans to acquire small UPS (uninterruptible power supply) power-down units for individual workstations. OIG will also review and improve on password controls, file access control, and audit controls at the systems access level.

4. Maintain flexible, timely, and adequate state-of-the-art Management Information Application (MIA) systems to assist and ensure proper utilization of OIG resources. This objective covers four primary tracking systems: (a) RECSYS for tracking recommendations in accordance with Office of Management and Budget (OMB) Circular A-50; (b) BUDGET for compiling and reporting appropriations and obligations; (c) CORRESPONDENCE CONTROL LOG for tracking action and informational memos and reports, and (d) AUDITOR TRAINING for tracking required staff training courses.

5. Phase out the Wang dedicated word processing equipment within the next two years (hardware and software). OIG maintained an OIS-140 and an OIS-70 solely because of budget constraints in funding a new system. With the establishment of the LAN as the primary word processor, the six-years-plus age of the OIS equipment and the OIS system's limited functions in comparison to all other products on the market, the system should be phased out.

B. MAINTAIN AND UPGRADE OIG'S DOCUMENT PRODUCTION CAPABILITIES

As a document production intensive unit, OIG plans to maintain an economical and state-of-the-art word processing system, ensuring uninterrupted and unrestricted word processing capabilities for the staff. Both hardware and software are included in this goal. OIG requires professional production and desktop publishing capabilities, with conversion and import features. Further, in FY 1993, OIG will explore a multi-tasking WordPerfect word processing option. The office also plans to acquire an additional print server and ensure that corporate word processing is available to every staff member.

IV. CURRENT SITUATION

The Office of Inspector General maintains six interrelated ADP systems. Two of these systems, the Wang OIS-140 and the Wang OIS-70 (dedicated word processors) are being phased out within two years. Three systems are stand-alone DOS PCs located in a secured office suite. The stand-alone configuration of these units is being studied to determine the appropriate level of connectivity necessary for that office. The main local area network (LAN) system now includes users from the audit, inspections and management staffs. Audit trail information indicates that office personnel use the LAN ADP system independently and as working groups on projects. Because of a database platform with personal computer (PC) as well as mainframe capabilities, connectivity to the agency for OIG's purposes is an established practice.

V. MANAGEMENT ISSUES ON REACHING IRM GOALS AND OBJECTIVES

A. SHIFT IN PRIORITIES

Establishing and managing hardware components of the network were the primary focus in past years; priorities will now begin to shift to: expanding existing database systems and creating new ones; centralizing electronic archived documents; and developing electronic audit tools.

B. LOCAL AREA NETWORK OPERATING SYSTEM ISSUE

During continuing upgrades to the OIG LAN, the question remains regarding the possible conversion of the LAN operating system to Novell Netware. The Office of Technology recommended Novell NetWare as the LAN operating system for Agency PC LANs. M/T provides PC connectivity to the IBM mainframe, to Agency central Wang VS systems, and to local dial-out facilities for Agency Novell LANs.

VI. RESOURCE REQUIREMENTS

OFFICE OF THE INSPECTOR GENERAL AUTOMATION REQUIREMENT

(000s)

AUTOMATION REQUIREMENT	FY 93 Resource Required	FY 94 Resource Required	FY 95 Resource Required	FY 96 Resource Required	FY 97 Resource Required
OIG Lan Expansion	40	17	12	15	15
Document Production	2	3	3	5	5
TOTAL REQUIREMENT	42	20	15	20	20
INCLUDED IN BUDGET	42	20	15	20	20

OFFICE OF PUBLIC LIAISON (PL)

I. OFFICE MISSION

The Office of Public Liaison is responsible for planning, directing, coordinating and evaluating USIA's domestic public affairs program and for developing the Agency's communications strategy. Dealing with the general public, special interest and advocacy groups, communications-oriented organizations and the media, PL's mission is to increase awareness of and support for USIA in the United States.

II. STRATEGIC PROGRAM GOALS

The major program goals of PL include:

- Maintain contact with major and regional media to interest and assist them in covering the Agency.
- Issue news releases on and arrange coverage for Agency activities.
- Respond to media inquiries about the Agency.
- Plan, develop and implement news conferences and media events, and arrange media interviews for the Director and other USIA officials.
- Coordinate public appearances of Agency officials in the U.S. to enhance public understanding of USIA's mission.
- Conduct briefings on the Agency for academic, business, professional and public-interest groups and initiate programs in the U.S.
- Review and approve all speeches and manuscripts prepared by USIA employees for delivery to public audiences in the U.S.
- Develop goals, objectives, policies and standards for Agency public information materials.
- Direct the planning, development and coordination of external and internal publications designed to inform audiences about the Agency's mission and program objectives.
- Produce fact sheets and brochures to highlight Agency activities.

III. STRATEGIC IRM GOALS AND OBJECTIVES

IMPLEMENT A MODERN OFFICE AUTOMATION ENVIRONMENT

- 1. Complete the installation of the local area network.** Most of the hardware has been acquired; however, actual connection has been delayed.
- 2. Provide additional training to administer the LAN and familiarize users with new applications software once the LAN is installed.** Software will include word processing, spreadsheet, database management system, and desktop publishing.

IV. CURRENT SITUATION

The Office of Public Liaison is in the process of migrating from a Wang OIS environment to a PC-based LAN to support 21 users. PL has acquired most of the hardware required, and plans call for PL to share its file server and LAN with the Director Private Sector Committees (D/PS).

V. MANAGEMENT ISSUES ON REACHING IRM GOALS AND OBJECTIVES

A. FILL THE SYSTEM ADMINISTRATOR POSITION

The size and complexities of the LAN shared by PL and D/PS require that the vacant System Administrator position be filled as soon as possible. System Administration must be the main duty and responsibility of the position and should not be considered to be a secondary, part-time function.

B. CONSOLIDATE DESKTOP PUBLISHING FUNCTIONS

PL has undertaken a new publications initiative to consolidate 31 different Agency publications into six publications. Users must have easy access to and use desktop publishing.

C. TRAINING SHOULD BE CONSIDERED TO BE AN ONGOING REQUIREMENT

Training will be required as new applications are installed or developed, and until all users are "fluent" in the use of those applications.

VI. RESOURCE REQUIREMENTS

OFFICE OF PUBLIC LIAISON AUTOMATION REQUIREMENT

(000s)

AUTOMATION REQUIREMENT	FY 93 Resource Required	FY 94 Resource Required	FY 95 Resource Required	FY 96 Resource Required	FY 97 Resource Required
OFFICE AUTOMATION IMPLEMENTATION	7	5	5	5	5
TOTAL REQUIREMENT	7	5	5	5	5
INCLUDED IN BUDGET	0	0	0	0	0

OFFICE OF THE GENERAL COUNSEL

I. OFFICE MISSION

The Office of the General Counsel (GC) is responsible for providing legal services to the Agency; administering the Exchange Visitor Program, the Freedom of Information/Privacy Act office, the copyright office; the Ethics in government Act, and the Immunity from Judicial Seizure program.

II. STRATEGIC PROGRAM GOALS

The Program goals for the Office of the General Counsel are:

- Provide legal services to the Agency in support of the Agency domestic and international activities.
- Interpret laws, regulations Executive Orders, contracts, international agreements, and legal decisions, and make determinations on all legal matters affecting Agency operations.
- Exercise primary responsibility for drafting legislation, Executive orders, international agreements, and other legal documents involving Agency operations.
- Designate, monitor and oversee the Exchange Visitor Program carried out by sponsors who have been authorized by this Agency to use of J-1 visas to invite exchange visitors to the United States; and review and make recommendations on applications from foreign exchange visitors for waivers of the two-year home residency requirement under Section 212(e) of the Immigration and Nationality Act.
- Receive and process Freedom of Information/Privacy Act requests for documents.
- Administer the Ethics in Government Act.
- Administer the Immunity from Judicial Seizure program.
- Acquire copyright clearances for materials broadcast by the Bureau of Broadcasting; acquire rights for materials produced and acquired by the Office of Worldnet Television and Film Service (which also includes the Agency's video club and secondary and sub-distribution programs); acquire rights for copyrighted and otherwise controlled products used in Agency exhibits; and advise all elements of the Agency, including

overseas posts, on the use of copyrighted materials as well as on copyright and trademark clearance procedures and issues.

- Upon transfer of the Attestation Branch (B/TVXA) to GC, receive and process requests received under the Beirut Agreement.

III. STRATEGIC IRM GOALS AND OBJECTIVES

The major information technology goals identified by GC are:

A. UPGRADE THE EXCHANGE VISITOR FACILITATIVE STAFF'S (GC/V) AUTOMATION ENVIRONMENT

1. Implement a PC-based local area network by replacing an OIS-140 and upgrading word processing software and other systems for more effective office functions, to include related printing abilities.

B. ENHANCE THE EXCHANGE VISITORS INFORMATION SYSTEM (EVIS)

1. Expand and upgrade the EVIS system for monitoring and statistical purposes. This includes integration of the existing lists relating to waivers and foreign medical doctors with the program information.

2. Design and implement systems which can assist in the editing function of the IAP-66 forms ("Certificate of Eligibility for Exchange Visitor J-1 Status").

3. Design and implement systems to permit program sponsors to send annual reports to USIA via electronic means.

C. UPGRADE THE GC AUTOMATION ENVIRONMENT

1. Migrate toward PC-Based Local Area Network to include acquisition of hardware and software, ongoing maintenance and staff training, establishment of a remote workstation, and the capability to transmit electronic documents directly from computer to facsimile equipment (e.g., briefs from GC to the Department of Justice). CC plans to resolve any communication/computer problems that may arise with the transfer of the Attestation Branch (B/TVXA) to GC.

2. Develop Database Management System to include: (a) purchasing required software/equipment; (b) creating litigation docketing system; (c) tracking and monitoring action items; and (d) creating a GC historical precedent library.

3. Provide maintenance for MacIntosh PCs as repairs and maintenance are required.

IV. CURRENT SITUATION

GC has a Wang VS-5600 with 26 workstations that is used for word processing, on-line research using Lexis/Nexis system via software and modems, electronic mail, and outcable processing. A Wang OIS-140 supports 20 workstations and is used for word processing, connectivity to the EVIS system, and various logging and tracking systems. GC also has five MacIntosh PCs (word processing and budgetary spreadsheets) and three WIN PCs that are used for word processing and Lotus 1-2-3 for compatibility with the Office of the Comptroller. For portability, GC also uses three GRID laptop computers for word processing.

V. MANAGEMENT ISSUES ON REACHING IRM GOALS AND OBJECTIVES

A. REQUIREMENT FOR AN "IRM" BUDGET

Most of the existing equipment has been purchased either through the Office of Technology or with requests made to the Agency at the end of the year. GC still does not have a budget for IRM resources, upgrades, training, maintenance or initiatives. GC requested discretionary funding from the Bureau of Management (M) to upgrade the GC/V current computer system. Even upon completion of a requirements analysis being performed by the Information Center, GC will still need to ask the Management Bureau for a discretionary increase.

B. LACK OF SPECIALIZED COMPUTER SYSTEM EXPERTISE

Neither GC nor GC/V has special computer systems expertise and relies on the Bureau of Management (M) for programming development support. Should system management not continue to be available through M, especially with the introduction of DB2 (the database management system software resident on the Agency mainframe) for the EVIS system, it will be necessary to request additional staff which has the requisite system expertise to effectively support this system.

C. STANDARDIZATION OF SYSTEMS AND SOFTWARE

GC fully supports the Agency's efforts to standardize computer equipment and software. However, GC still utilizes a small MacIntosh network approved by senior management and purchased before the current standardization effort. GC needs to decide if it should continue to invest Agency funds in non-standard equipment or acquire IRM resources that meet Agency standards.

VI. RESOURCE REQUIREMENTS

OFFICE OF THE GENERAL COUNSEL AUTOMATION REQUIREMENT

(000s)

AUTOMATION REQUIREMENT	FY 93 Resource Required	FY 94 Resource Required	FY 95 Resource Required	FY 96 Resource Required	FY 97 Resource Required
GC/V AUTOMATION ENVIRONMENT UPGRADE**	(135)	(20)	(20)	(20)	(20)
EVIS ENHANCEMENT	110*	90*	90*	90*	90*
GC ENVIRONMENT UPGRADE	0	0	160	120	120
TOTAL REQUIREMENT	110	90	250	210	210
INCLUDED IN BUDGET	0	0	0	0	0

* See V.B. (Staff Issue)

** Included in Agency-wide automation requirement; if the Agency-wide requirement is not approved, these figures should be added to "Total Requirement" above.

U.S. ADVISORY COMMISSION ON PUBLIC DIPLOMACY (AC)

I. MISSION

The U.S. Advisory Commission on Public Diplomacy was created by Congress to provide broad, bipartisan oversight of the international broadcasting, public affairs, and educational exchange activities of the United States.

The Commission is required by law to assess and make recommendations on the policies and programs of the U.S. Information Agency. Through reports to the Congress, the President, the Secretary of State, the Director of USIA and the public at home and abroad, the Commission seeks to improve public diplomacy programs and develop understanding and support for them.

II. STRATEGIC PROGRAM GOALS

In fulfilling its responsibilities, the Commission will:

- Formulate and recommend policies and programs to carry out the functions vested in USIA and its Director.
- Appraise the effectiveness of USIA's policies and programs.
- Report annually, and otherwise as appropriate, to the President, the Congress, the Secretary of State, the Director of the U.S. Information Agency, and the American people.
- Assess the degree to which the scholarly integrity and non-political character of USIA's educational and cultural exchange activities have been maintained, and assess the attitudes of foreign scholars and governments regarding such activities.
- Undertake oversight visits as necessary at U.S. missions abroad to assess the public diplomacy activities of USIS posts and Chiefs of Mission.

III. STRATEGIC IRM GOALS AND OBJECTIVES

A. MODERNIZE THE OFFICE AUTOMATION ENVIRONMENT

1. Replace the four Wang workstations with PCs to provide more flexibility for the staff members. These PCs will be used for word processing initially. Additional software may be added as needs are identified.

2. Retire the OIS-60 due to its obsolescent technology and increasing maintenance costs.

3. Acquire and install a print sharing device.

B. MAINTAIN OFFICE AUTOMATION SKILL LEVELS FOR THE ENTIRE STAFF

The Office has already identified training requirements for two members of the staff. Training requirements will be ongoing as new applications become available to the staff.

IV. CURRENT SITUATION

There are four Wang workstations and one PC connected to an OIS-60. The system is used for word processing and desktop publishing primarily for regular reporting requirements. In the past, AC contracted out for the production of its reports; however, with the introduction of desktop publishing in the office, AC now plans to produce the reports in the office.

V. MANAGEMENT ISSUES ON REACHING IRM GOALS AND OBJECTIVES

A. LACK OF RESOURCES TO FUND IRM BUDGET

Although AC plans and identifies its IRM requirements, there are no resources to fund those requirements. Most of the present hardware and software has been purchased with "year-end" money or money that has been re-programmed. Resources need to be identified for the smaller Agency elements, such as AC, so that their levels of automation can be raised to be more equivalent to the levels of the larger elements.

B. FUTURE LAN/CONNECTIVITY QUESTIONS

By design, AC is migrating toward a PC-based LAN environment. However, because of the Office's small size, AC has the option of simply connecting to an already existing, adjacent LAN. This option should be fully explored since it would be an efficient, cost-saving solution that would still maintain the security of AC's files.

VI. RESOURCE REQUIREMENTS

U.S. ADVISORY COMMISSION ON PUBLIC DIPLOMACY AUTOMATION REQUIREMENT

(000s)

AUTOMATION REQUIREMENT	FY 93 Resource Required	FY 94 Resource Required	FY 95 Resource Required	FY 96 Resource Required	FY 97 Resource Required
OFFICE AUTOMATION MODERNIZATION**	(13)	(5)	(2)	(2)	(2)
TRAINING	5	5	5	5	5
TOTAL REQUIREMENT	5	5	5	5	5
INCLUDED IN BUDGET	0	0	0	0	0

** Included in Agency-wide automation requirement; if the Agency-wide requirement is not approved, these figures should be added to "Total Requirement" above.

BUREAU OF POLICY AND PROGRAMS (P BUREAU)

I. BUREAU MISSION

The Bureau of Policy and Programs coordinates USIA's role in the U.S. Government's public diplomacy efforts and, as such, represents USIA in interagency and public diplomacy groups. The Bureau also is responsible for developing coordinated policies to guide all Agency program and media operations consistent with U.S. foreign policies and interests.

The Bureau of Policy and Programs' areas of responsibility also include: planning and guidance on U.S. foreign policy, managing foreign press centers, program coordination development (e.g., U.S. speakers and teleconferences, media services (Exhibits, Press and Publications), and analysis of foreign media reaction.

II. STRATEGIC PROGRAM GOALS

The strategic goals of the Bureau of Programs and Policy are:

- Provide foreign policy guidance and public diplomacy strategies to overseas U.S. Information Services (USIS) posts.
- Provide timely analysis of foreign media commentary to assist the Agency's Director in advising the President, the Secretary of State and the National Security Council.
- Develop, produce, and manage abroad Agency exhibits including cultural exchange exhibits, political presence exhibits, and World's Fair exhibits.
- Provide services and conduct orientation programs for foreign media representatives at Foreign Press Centers in Washington, D.C. and New York, and the Media Liaison Office in Los Angeles.
- Transmit a Wireless File to overseas posts six days a week carrying texts of major speeches and official government statements, analytical articles, selected materials from U.S. publications, and other pertinent reports.

III. STRATEGIC IRM GOALS AND OBJECTIVES

A. ENHANCE THE SYSTEM MAINTENANCE FUNCTION

The Bureau has set up a central account to handle system maintenance at the office level. The account covers standard Wang maintenance and a third-party maintenance agreement for Wang

workstation, printer, PC and PC peripheral repair. The funds required to maintain hardware will increase as more PCs are installed and continue to age.

B. ENHANCE THE OFFICE AUTOMATION PROGRAM

A P Bureau Office Automation program will be implemented during the next five years. This program includes specific program functions such as ATEX and the International Drug Library (IDL), as well as general office functions (e.g., word processing). The main objective is to migrate from a Wang-based environment into a PC-based local area network (LAN) environment. It will also address issues such as those listed below. The following is a composite of the Office Automation requirement generated by the Bureau's offices.

- 1. Enhance Electronic connectivity among all elements of the Bureau.** The offices currently use electronic mail for limited distribution of telegrams for clearance. The Bureau would like to enhance this capability through greater connectivity.
- 2. Install a Bureau-wide LAN-based Electronic Mail System** that integrates with the Agency's Wang E-mail system.
- 3. Upgrade the Bureau's word processing capability** to handle foreign language characters consistently across word processing and printing applications.
- 4. Implement Electronic Reception of News Materials.** At present, several news services are received in paper format only (VOA, FBIS, and Reuters). As local area network (LAN) implementation expands, more news services will be brought into the LAN for access by all editors and writers. This will increase availability of the news, provide additional background material, and eliminate the need to scan or retype many items currently received via FAX or in hard-copy only.
- 5. Increase Use of FAX/modems for Electronic Distribution of Reports.**
- 6. Modernize the ATEX System.** The Press and Publication Service's (P/P) program, known as the "ATEX Replacement Project," is a major modernization effort to replace P/P's aging Wireless File production environment. In addition, this effort also includes the modernization and automation of other P/P publication functions. It is currently being replaced by a PC LAN. The new PC-based system will provide increased capability and capacity to the Bureau. It will also offer closer coordination with Agency printing facilities in Vienna and Manila.

7. Maintain the International Drug Library (IDL) Program. This is a special collection of materials dealing with various aspects of international drug and narcotics. Last year a contractor developed the first CD-ROM disk for distribution to participating posts. This year the disk will be developed in-house by the research librarian and staff. Material will be housed on the IBM-mainframe and collected on magnetic tape this fall. The tape will be processed by the CD-publishing workstation currently in E/CL (Library Programs Division). After this is completed, the tape will be forwarded to a CD-mastering vendor for processing and duplication. The Agency will handle post distribution. In addition, special materials related to IDL are added to the PDQ on CD-ROM every six weeks.

8. Maintain the Rule of Law Database. This PC-based bulletin board system (BBS) is used to increase the communication among participating agencies under the Rule of Law project. Data contained on the BBS will consist of ongoing programs, upcoming events, articles of interest and program highlights.

9. Maintain the Country Plan System. The Policy Guidance Staff maintains control of the Country Plan database. Requests for program support are obtained from each field post during the planning cycle each year. These requests are consolidated into a BASIS database on the IBM mainframe for distribution throughout the Agency. It also provides a vehicle for analyzing the issues being addressed by field posts and the program requirements for major elements of the Agency for the coming year.

10. Maintain the Speaker Bank System that is used to capture information on individuals who have participated in the speaker program over the past several years. It is also used to generate a listing of individuals who will participate in programs in the near future. This listing, the Departure List of American Participants, is distributed to media elements in an effort to alert them to upcoming programs. In some cases, there are opportunities for additional programming, such as WorldNet, VOA or Foreign Press Center briefings.

11. Maintain the AMPART Tracking System. A LAN-based Paradox system is currently being used to track American Participant (AMPART) requests by the Administrative Coordinators in the Office of Program Coordination and Development.

C. IMPLEMENT AUTOMATED SUPPORT FUNCTIONS

1. Develop an Exhibits Inventory Control System. The equipment inventory system will use a PC-based package that will be evaluated and implemented using in-house staff resources. This system will track the equipment needed for exhibits throughout the world and be

used by a number of elements. RPO Vienna, the Exhibits Service (P/E) headquarters, the Brooklyn Warehouse and the field exhibits will use the system to track inventories.

Although P/E has suggested that the Management Bureau implement an inventory control system at the Brooklyn Warehouse to track Paper Shows, such a system has not been implemented. There is still a need for this inventory control system. P/E will implement an inventory control system for equipment and will use this system to track Paper Shows.

2. Develop a Corporate Sponsor Tracking System Database. The corporate sponsor tracking system is needed so that a number of users within P/E can track fund raising activities and donations. The system will use a PC-based package that will be evaluated and implemented using in-house staff resources. P/E has attempted to use DBMS tools currently available on the Management Bureau VSs, but a system is needed that is tailored more to P/E's needs and response times. P/E will evaluate the Agency's new DRS system to see if the system meets P/E's requirements. P/E has large volumes of historical data on past sponsors that are stored in a number of formats. These data must be converted to a format usable by the new tracking system.

3. Implement an Exhibit Fund Raising System. A database system will be procured to track participants of fund raising activities. Use of the Agency's newly introduced DRS package will be tested to see if it will serve this purpose.

4. Implement Full Access to Automated Forms. With the development of certain standard forms in a PC-based software package, we will strive to provide this facility to each office in the Bureau. This may require some upgrading of laser printers and acquisition of appropriate software.

5. Maintain the Foreign Correspondents Database. The Foreign Press Centers in Washington, New York and Los Angeles track foreign correspondents visiting the Centers regularly. The new DRS has been in operation for over one year and has proven very valuable.

IV. CURRENT SITUATION

The current technology environment of the P Bureau can be grouped into two general categories. The first group is being served by the Bureau's VS-5000 or the Wang OIS. The second group is implementing intelligent workstations (i.e., PCs and MacIntosh) technology and is primarily on a local area network.

Offices currently using the VS-5000 or in transition from OIS to VS typically have at least one PC in addition to the Wang workstations connected to their Wang system. In general, Wang word processing

is the primary software used by these offices. These offices also have access to the Agency's Wang electronic mail system and to the IBM mainframe-based Public Diplomacy Query (PDQ) system. Laser printers are usually available from the Wang systems. The offices' PCs are generally connected to the VS via Wang Local Office Connection (LOC) cards to emulate Wang Workstations. These PCs in general have spreadsheet, PC-based communication (e.g., ProComm), desktop publishing, and/or graphics software to support various office automation functions.

Offices currently using PC LAN technology or in transition to a PC LAN environment typically install Novell Netware as their network operating system. The exception is the Foreign Press Center which has a Banyan Vines network installed. XyWrite and WordPerfect are the word processing packages of choice. Paradox and dBASE are the PC-based database management systems of choice. Most of these offices have at least one laser printer and at least one PC connected to the Bureau's Wang VS via LOC card for E-mail and IBM-based PDQ access. Procomm Plus is the communication package used for PC access to remote information services such as Dialog, Legislate and PDQ.

Offices that use MacIntosh typically use MacWrite as their word processor. Quark XPress is used for desktop publishing. Most of the MacIntosh PCs are connected via Appletalk networks. These networks provide common usage across the system of files and software. Telecommunications are also available for external communication such as sending material overseas and accessing Bureau and/or Agency Wang VS systems.

V. MANAGEMENT ISSUES ON REACHING IRM GOALS AND OBJECTIVES

A. OIS PHASE OUT

The Bureau plans to phase out usage of the Wang OIS systems in FY 1992. During FY 1991, sufficient resources were identified to acquire the necessary hardware to upgrade the Bureau's Wang VS to accommodate all the OIS users. Netmux boxes will be installed to replace the OIS and all workstations will then be directly connected to the Bureau's VS. As part of the P/P ATEX initiative, gateway hardware and software to integrate P/P's local area network with the VS were also acquired.

B. VS AND LAN SYSTEM ADMINISTRATION

System administration of the VS and LANs has always been an issue. As the number of workstations supported increases, administration will be even more time-consuming. If resources permit, the system itself will be transferred to the Technical Support Unit of the Press and Publications Division. A contract will be put into place

to cover periodic maintenance and back-up of all system disks. This will provide a central facility for major Bureau systems and eliminate the need for devoting personnel to the care and maintenance of this system.

C. SOFTWARE AND HARDWARE UPGRADE

The issue of periodic upgrade of PC-based software as well as upgrading of existing installed base of PCs (such as increasing needs of memory to run Windows-based software) is a concern. The Bureau will monitor these individual office actions, and coordinate and centralize these activities where feasible. The availability of resources for this critical area remains a major problem for the Bureau. P Bureau plans to work closely with the Office of Technology in pursuing site licenses for software commonly used throughout the Agency.

D. TRAINING

As more new PCs are placed within the Bureau office environment, additional training will be necessary. Training of staff to utilize PCs once they are placed within Bureau, as well as ongoing ad hoc training, is critical to the success of the Bureau's automation effort. Training should include DOS, Paradox, Lotus 1-2-3, WordPerfect, and other Agency standard software packages, as well as LAN user and systems administrator training. The P Bureau will provide support for XyWrite and Quark XPress since these are not Agency standard software systems.

VI. RESOURCE REQUIREMENTS

BUREAU OF POLICY AND PROGRAMS AUTOMATION REQUIREMENT

(000s)

AUTOMATION REQUIREMENT	FY 93 Resource Required	FY 94 Resource Required	FY 95 Resource Required	FY 96 Resource Required	FY 97 Resource Required
BUREAU LEVEL SYSTEM MAINTENANCE	60	60	60	60	60
OFFICE AUTOMATION PROGRAM:					
Associate Director's Office (P)	35	30	30	25	25
Policy Guidance Staff (P/G)	25	20	20	20	20
Drug Unit (P/GN)	25	30	20	20	20
Media Reaction Staff (P/M)	15	10	5	5	5
Office of Program Coordination and Development (P/D)	55	50	40	40	40
Exhibit Services (P/E)	55	20	15	15	15
Foreign Press Centers (P/F)	45	40	35	35	35
Press and Publication Services (P/P)	300	325	340	355	375
Executive Office (P/X)	25	25	15	20	20
AUTOMATED SUPPORT FUNCTIONS	25	25	20	20	20
TOTAL REQUIREMENT	665	635	600	615	635
INCLUDED IN BUDGET	105	115	130	145	165

OFFICE OF RESEARCH (R)

I. OFFICE MISSION

The mission of the Office of Research is to: (a) support the USIA Director in his advisory role to the President, the National Security Council, the Departments of State and Defense, and other foreign affairs agencies on the impact of foreign public opinions on U.S. foreign policies; and (b) support Agency management in its evaluation of the conduct and effectiveness of Agency programs and products.

Overall, the Office seeks to provide meaningful assessments of the relationship between Agency efforts and foreign perceptions of the issues with which it deals.

To fulfill its mission, the Office of Research provides (a) briefing papers; (b) research memoranda; (c) research reports; (d) foreign media analyses; (e) briefings inside the agency and elsewhere in the Federal Government; and (f) research advice to overseas USIA posts and Agency elements.

II. STRATEGIC PROGRAM GOALS

The major program goals of the Office of Research include the following:

- Conduct studies in every geographic region of the world, sustained by statistical advice and data processing support.
- Gauge overseas public opinion on key foreign policy issues facing the U.S., using a variety of research techniques, from rapid response surveys to in-depth interviews/discussions.
- Analyze trends in foreign media commentary on major issues.
- Manage the Agency's communication research effort which seeks to identify present and potential impediments to effective communication.
- Evaluate USIA programs and products (including research on Broadcasting, B/VOA and B/TV) with attention to their effect on target foreign audiences.

III. STRATEGIC IRM GOALS AND OBJECTIVES

A. ENHANCE THE OPERATIONS AND MAINTENANCE OF THE R LOCAL AREA NETWORK

The Office of Research plans to enhance its office-wide LAN which provides tools for research analysts to increase productivity and improves the quality and timeliness of research products. This plan involves maintenance and replacement of equipment, software upgrades, security systems, LAN diagnostics software, and mainframe database access to SPIRES (Stanford Public Information Retrieval System).

1. Continue LAN Plant Maintenance. Although the LAN components are under warranty for one year, the labor costs for repair and replacement are not covered. Funds will be required for both components and labor.

2. Continue Workstation Maintenance and Replacements. Although the maintenance of Research's workstations has been handled expeditiously and effectively by the End User Computer Information Center (IC), the Office anticipates increased maintenance costs on twenty-six older workstations which eventually will need to be replaced. In addition, there are no spare workstations to replace those needing off-site repairs, because all existing workstations have been assigned to current or incoming staff.

3. Maintain Wang OIS System. Until the Agency develops fully a PC-compatible transmission system to prepare cables, Research will continue to depend in part on the older and less reliable Wang OIS system which requires continuing maintenance.

4. Software Maintenance and Upgrades. Research plans to standardize and upgrade all PCs to DOS 5.0 as soon as possible and to upgrade stand-alone versions of Freelance to a LAN version. Research will also upgrade its existing LAN-based operating system and application software such as Novell Netware, WordPerfect, and Paradox.

5. SPIRES Access and Maintenance. The Office uses SPIRES on the IBM mainframe for both cross-national and trend analyses and for an information retrieval system for research products. Research needs to retain SPIRES and the mainframe during the transition to a new LAN-based system.

6. Security Systems. Research will implement LAN-based security measures through software acquisitions such as McAfee to prevent corruption of the system and protect against overseas viruses.

7. LAN Diagnostics. In order to provide efficient maintenance of the system, Research will implement a LAN management software package such as SNIFFER.

8. Replacement of High Speed Printer. Research's Genicom 4440 printer is used extensively to print high volumes of statistical reports generated remotely from two mainframe facilities and

locally through the LAN. As more analysts use the LAN to generate reports, the printer will need to be replaced with another higher speed printer to meet the needs of the Office.

B. IMPLEMENT A STORAGE AND RETRIEVAL SYSTEM

Research plans to implement a LAN-based DBMS package that will produce cross-national and longitudinal tables, search text within fields, and provide a systematic basis to organize and retrieve voluminous research data.

1. Evaluate Database Management Systems (DBMS). The Office of Research will evaluate several DBMS packages which would provide a cheaper LAN alternative to SPIRES on the mainframe. Oracle shows promise to be such an alternative.

2. Erasable Optical Disk Drive System. Research plans to integrate large-capacity storage devices as the Office makes full use of its LAN-based applications. An erasable high-density multiple optical disk drive system is planned to archive and retrieve large volumes of research and other data.

3. Optical Scanner. The Office receives large volumes of printed documents which must be duplicated and circulated to selected staff. Research plans to acquire an optical scanner with color capability and character recognition software that could be integrated with the LAN to provide all appropriate staff with easy electronic access to these documents.

C. EXPAND CONNECTIVITY WITHIN THE OFFICE

The Office of Research intends to implement three new gateways from its LAN. These gateways will allow workstations on the LAN to have dial-in and dial-out capability. A facsimile gateway and a link to the other LANs in the Agency is also planned in order to achieve full integration with Agency-wide resources.

1. Enhance Dial-In/Dial-Out Connectivity. Research will implement a dedicated workstation with associated hardware and software to allow multiple workstations to have dial-in and dial-out connectivity through the LAN.

2. Install a FAX Gateway. Research plans to implement an electronic facsimile gateway to enhance incoming and outgoing communication with overseas contractors.

3. Implement a Wide Area Network. After the backbone for a Wide Area Network has been installed, Research will install a bridge or a gateway to link its LAN to the other LANs in the Agency in order to achieve full integration with Agency-wide resources.

D. ENHANCE APPLICATION SYSTEMS

Research plans to install Windows on all forty-eight workstations, and DOS 5.0 and OS/2 on thirty workstations. The Office also plans to install on the LAN both SPSS (statistical analysis software) and a form fill-in package to be available for all users.

1. Windows. Research will install Microsoft Windows and DOS 5.0, on all of its workstations. Currently, the limited memory available under DOS 4.01 prevents the full utilization of Windows applications.

2. OS/2 Workstations. The Office will implement OS/2 on some workstations to permit use of the LAN-based version of SPSS by all staff. Since both DOS and OS/2 can be implemented on the same PC, this dual system will allow R to make full use of software developed for each system without impairing the performance of the other system.

3. Upgrade Statistical Software. Research will acquire a LAN-based version of SPSS under OS/2 for a maximum of 10 simultaneous users.

4. Implement Forms Fill-in Package. To substantially reduce or eliminate the need to use typewriters to prepare Government forms, Research will implement a LAN-based forms fill-in package similar to Display Form II currently installed on only two workstations.

5. Implement a Textual Processing System. As more and more information comes on-line electronically, the Office plans to implement a system that will allow easy search and retrieve of textual material.

IV. CURRENT SITUATION

A. HARDWARE

In FY 1991 the Office installed a LAN with the Novell NetWare 386 operating system. This LAN comprises 48 IBM-compatible 386 computers, one file server, two printers, one print server, and three gateways. Through two different SNA gateways, all workstations have access to two different IBM mainframes. All workstations have external communications with overseas survey contractors and other Federal agencies. For dedicated LAN printing applications, all workstations have access to a Genicom 4440 high speed printer and to a Hewlett Packard LaserJet printer.

All workstations are connected to NEC LC-890 postscript laser printers (one centrally located in each Branch) through two different types of local printer networks. In addition, 25 workstations have access to Wang OIS through WLOC (Wang Local

Office Connection) emulation boards. All 48 workstations have DOS 3.1 or higher, and 18 of these also have an OS/2 operating system installed.

B. SOFTWARE

PC-based software within the Office of Research includes (1) WordPerfect 5.1 for text; (2) Lotus Freelance Plus for graphics; (3) SPSS for statistical analyses; (4) cc:Mail for electronic mail to all workstations on the LAN; (5) Paradox 3.5 for managing Office mailing lists, report tracking, and project management; and (6) Network Scheduler II for establishing calendars and setting appointments;

Mainframe-based software includes (1) Stanford Public Information Retrieval System (SPIRES) for storage and retrieval of all textual and statistical data drawn from public opinion surveys; and (2) statistical packages such as Data-Text, SPSS and SAS (statistical analysis software) which is used to assist in analyzing large surveys.

V. MANAGEMENT ISSUES ON REACHING IRM GOALS AND OBJECTIVES

Two major issues are facing the Office of Research:

A. IMMEDIATE IMPLEMENTATION OF OBJECTIVES

It is critical that the initiatives be implemented in a timely fashion, since they are essential to the effective and full utilization and operation of the LAN. In addition, by funding these new initiatives immediately with one-time outlays, Research can begin to achieve savings in its dependence on a non-USIA mainframe facility and annual licensing fees.

B. STAFFING REQUIREMENTS

The role of the Technical Support Unit within the Office (R/TS) has expanded beyond a dominant emphasis on producing statistical output and graphics for others to new emphases including (1) implementing and managing technical innovations and developments; and (2) assisting and advising others on methodological, statistical, and technical issues and procedures necessary to complete their work. This is R's first in-house complex computer system, and R will need to look at how it balances development and maintenance of the network with database management and other new technologies.

VI. RESOURCE REQUIREMENTS

OFFICE OF RESEARCH AUTOMATION REQUIREMENT

(000s)

AUTOMATION REQUIREMENT	FY 93 Resource Required	FY 94 Resource Required	FY 95 Resource Required	FY 96 Resource Required	FY 97 Resource Required
Operations and Maintenance/LAN (Ongoing)	126	84	83	87	87
Storage and Retrieval System (New)	12	5	0	0	0
Expanded Connectivity (New)	5	0	0	0	0
Applications Enhance- ments (New)	0	25	15	0	15
TOTAL REQUIREMENT	143	114	98	87	102
INCLUDED IN BUDGET	143	114	98	87	102

BUREAU OF BROADCASTING (B)

I. BUREAU MISSION

Under a recent reorganization, all broadcasting services within USIA, including the Voice of America, the Television and Film Service, and Radio and Television Broadcasting to Cuba, were combined into a new entity, the Bureau of Broadcasting. Within this new organization, the TV Marti and Radio Marti programs have been combined into one unit, the Office of Cuba Broadcasting.

Audio Broadcasting: The Voice of America (VOA) is USIA's radio broadcasting service. In its 50th year of broadcasting, VOA has an audience of about 127 million regular listeners. At the end of FY 1990, VOA was transmitting 1,082.5 hours (exclusive of the Radio Marti program) of programming a week in English and 43 other languages. The backbone of VOA programming is news and news-related materials, but there are also programs to reflect the essence of American society and institutions and American thought in a balanced, comprehensive way.

USIA has undertaken a multi-year program to rehabilitate and modernize existing facilities, to expand selected operational sites, and to construct new facilities.

Television Broadcast: The Television and Film Service acquires, produces and distributes television and film programs to enhance U.S. Public diplomacy efforts. USIA has been a leader in the use of satellite technology, which has given the United States an unprecedented capability to influence public opinion around the world.

Central to the Service's efforts is the WORLDNET satellite system, initiated in 1983, which allows USIA to beam real-time television programming on a daily basis to a network of more than 200 satellite dishes on every continent. WORLDNET has made a special effort to fill a public affairs niche, carrying a full range of informational programming about the United States. WORLDNET's interactive dialogue programs are recognized around the world as a communications tool of revolutionary importance.

While the WORLDNET satellite network was originally designed to support television transmission, there are significant side benefits for other elements of USIA. The network has been expanded to provide for the transmission of other informational material -- such as VOA audio feeds and the Agency Wireless File -- in a less costly and more dependable fashion.

Office of Cuba Broadcasting: Both Radio and Television Marti programming originate in Washington, D.C., and are broadcast to Cuba from facilities in Greenville, North Carolina; Marathon Key, Florida; and Cudjoe Key, Florida.

The objectives of the Radio and Television Marti Program are: (1) to support the right of the people of Cuba to seek, receive, and impart information and ideas through any media and regardless of frontiers; (2) to be effective in furthering the open communication of information and ideas through use of radio and television broadcasting to Cuba; (3) to serve as a consistently reliable and authoritative source of accurate, objective, and comprehensive news; and (4) to function in accordance with all Voice of America standards, and to broadcast programs with a variety of views.

The five-year plans of the major offices within the Bureau of Broadcasting are documented below.

BUREAU OF BROADCASTING

OFFICE OF ADMINISTRATION (B/A) (INCLUDING THE OFFICE OF THE ASSOCIATE DIRECTOR [B] AND THE OFFICE OF THE STAFF DIRECTOR [B/B])

I. OFFICE MISSION

The Office of Administration, (B/A) is the primary organization in Bureau of Broadcasting for planning, developing, implementing, managing, and reviewing a wide range of administrative programs, policies, and procedures. These include, but are not limited to: the oversight of procurement and contracts; evaluation of administrative programs throughout B; direct administrative support for senior B headquarters offices; emergency planning; internal control; travel administration; space management and facilities services; security; health and safety; property management; and administrative computer systems and office automation.

II. STRATEGIC IRM GOALS AND OBJECTIVES

The Bureau of Broadcasting plans to modernize its existing office environment during the next several years. The specific objectives for achieving this goal are described below.

- 1. Replace the Wang OIS word processing systems with PC LANs.**
- 2. Replace obsolete, unreliable, and old incompatible workstations with standard PC workstations.**
- 3. Introduce modern office automation software.**
- 4. Replace current cuff accounting system with a new Financial Management System.**

III. CURRENT SITUATION

Current office automation is based on nine Wang OISs and a variety of Wang workstations, Wang PCs, and WIN PCs. Approximately 75 percent of these PC's are equipped with Wang WLOC cards that permit each PC to emulate a Wang workstation.

At present, the major databases supported are the parts of the Bureau's Cuff and POV (Purchase Order Vendor) systems. These are operated both on stand-alone PCs and on a Wang OIS.

IV. MANAGEMENT ISSUES ON REACHING IRM GOALS AND OBJECTIVES

A. THE MOST CRITICAL IMPEDIMENT TO THE PROPOSED TECHNOLOGY IMPLEMENTATIONS PLAN PRESENTED HEREIN IS THE SHORTAGE OF TRAINED, EXPERIENCED PERSONNEL. B/A is adding one additional analyst to the Systems Division which will considerably alleviate some of the concerns, once the new analyst has been acclimated and comes up to speed.

B. THERE IS A LACK OF SOFTWARE STANDARDS WITHIN THE BUREAU.

Software systems such as electronic mail, telecommunications, procurement, operating systems, and LAN management systems vary from office to office within the B Bureau. As Bureau-wide connectivity becomes a reality during the next five years, this issue will present major obstacles and must be resolved.

C. ABSENCE OF BUREAU-WIDE CONNECTIVITY

The B Bureau needs to connect all of its information technology resources in order to improve efficiency. Resources will be needed to bridge (connect) different cabling types such as ThinNet, twisted pair, and fiber. Different network, microcomputer, and minicomputer hardware and software will need to share information and resources.

V. RESOURCE REQUIREMENTS

BUREAU OF BROADCASTING AUTOMATION REQUIREMENT Office of Administration

(000s)

AUTOMATION REQUIREMENT	FY 93 Resource Required	FY 94 Resource Required	FY 95 Resource Required	FY 96 Resource Required	FY 97 Resource Required
Office Automation Hardware/Software (Including Upgrades)**	(290)	(290)	(155)	(175)	(175)
Maintenance	100	150	150	150	150
Technical Support	60	95	125	125	125
TOTAL REQUIREMENT	160	245	275	275	275
INCLUDED IN BUDGET	0	0	0	0	0

** Included in Agency-wide automation requirement; if the Agency-wide requirement is not approved, these figures should be added to "Total Requirement" above.

BUREAU OF BROADCASTING

OFFICE OF VOICE OF AMERICA PROGRAMS (B/VOA)

I. OFFICE MISSION

The Office of Voice of America Programs is responsible for the radio broadcasts in 45 languages for transmission worldwide. Its staff of 1400 employees, supplemented by contract vendors, gathers the news from a variety of sources, writes scripts for news and entertainment programs, produces "live" radio broadcasts or audio recordings for subsequent broadcast, and performs a variety of ancillary functions in direct support of these activities.

II. STRATEGIC PROGRAM GOALS

The goals of the Office of the Voice of America Programs are:

- Plan, organize, and direct all activities related to the international radio of the U.S. Government.
- Establish policies and program standards to assure consistency of B/VOA programming with Agency objectives.
- Establish and direct comprehensive programs for audience relations and research.
- Produce foreign language programs to implement Agency public diplomacy policies.
- Provide technical, logistical, and analytical support services to programming elements in order to enhance the quality and production efficiency of B/VOA programs.

III. STRATEGIC IRM GOALS AND OBJECTIVES

Two major information resources management goals were identified. These are to modernize the System for News and Programming (SNAP) and modernize the Broadcast Operations Master Scheduling System (BOMS). A discussion of these goals and associated objectives follows.

A. MODERNIZE THE SYSTEM FOR NEWS AND PROGRAMMING (SNAP)

In May, 1991, the Agency reached agreement with the SNAP prime contractor, Xerox Corporation, on a five-year extension of the SNAP contract. The modified contract will remain in force until September, 1997. The contract improves the performance,

functionality and reliability of the system through a two-year, two-phase modernization program.

1. Upgrade user workstations by the replacement of some internal components to approximately double the operating speed of most local operations (i.e., those performed directly by the workstations).

2. Install new network servers that will support shared functions such as authentication, name service, file service, electronic mail and printing. These new servers will improve the performance of network functions, enhance B/VOA's ability to configure a system to meet its specialized requirements, and increase the reliability of the servers, especially those that support large mass storage devices.

B. MODERNIZE THE BROADCAST OPERATIONS MASTER SCHEDULING SYSTEM (BOMS)

The current plan to modernize Broadcast Operations Master Scheduling System consists of the following:

1. Replace unsupported minicomputers that use proprietary standards with "open systems," (i.e., non-proprietary hardware, operating systems, and software). Specifically, IBM PC clones (e.g., MS-DOS or OS/2 machines) will continue to be used.

2. Network the PCs to share common data and applications and to provide messages via E-Mail. This objective will be implemented with industry standard Novell Netware utilizing thin wire Ethernet.

3. Develop specialized application software to improve productivity in the area of scheduling, management reporting, resource tracking, and managing.

4. Continue development of PC-driven machine control automation systems--specifically, systems that directly handle repetitive tasks in controlling equipment. This minimizes the number of employees required to handle these repetitive tasks (i.e., one person can accomplish more with these "full" automation systems) and reduce potential for errors.

5. Expand the functionality of BOMS (both hardware and software) to improve productivity in all radio program production and distribution elements of B/VOA/BO, where improvement in efficiency is possible.

Modernization and equipment replacement of the existing system is currently underway. The custom application software, currently under development uses Paradox, an off-the-shelf database

management system (DBMS). It is written in "C," an industry standard language. A Broadcast Operations Scheduling System Local Area Network (BOSSLAN) is being developed. The system will connect all PCs within B/VOA.

IV. CURRENT SITUATION

The existing technology of the Office of Voice of America Programs can be grouped into support of language services, support of broadcast operations, and office automation.

A. SUPPORT LANGUAGE SERVICES

The Computer Services Division (B/VOA/BA) has three computer systems. They are the System for News and Programming (SNAP), the Technical Computer Network, and a collection of IBM-style and simple "laptop" personal computers that are used by VOA news correspondents and special events reporters.

SNAP is a large, closely-coupled office automation system with an extensive foreign language text capability. It includes 1,060 multi-tasking user workstations (i.e., single-user computers that can perform several functions simultaneously), 20 IBM-style personal computers, 113 multi-user servers which provide shared network services to all of the system's users, and two large general purpose computers that offer database management services.

SNAP applications include word processing in all 45 VOA languages, computer forms and graphics, limited desktop publishing, electronic mail, and outbound facsimile service.

The Technical Computer Network is an office automation network that is used by Broadcast Operations (B/VOA/B) to provide logistical support services to all elements of the Office of VOA Programs.

The personal computers supplied by Computer Services Division (B/VOA/BA) to VOA news correspondents and special events reporters are stand-alone units that are used to prepare radio scripts and transmit them to SNAP through the switched telephone network.

B. BROADCAST OPERATIONS

The existing computer system, used by the Traffic Management Division, consists of a microcomputer running under a UNIX operating System. This system is used by other elements in B/VOA/BO. All software, except that which is installed by end users, is supported by the Computer Services Division.

IBM PCs are used for specialized and general office automation functions (word processing, multi-form printing of orders and

tracking, spreadsheets, DBMS, CAD/CAE, and other typical needs). The PCs are also used for application specific needs. Several programs have been designed for Traffic and Central Recording that provide simple and quick printing on various schedules.

V. MANAGEMENT ISSUES ON REACHING IRM GOALS AND OBJECTIVES

A. CURRENT AUTOMATION RESOURCES ARE OVERTAXED AND IN SOME CASES UNDERPOWERED, a situation that will become worse as the Bureau of Broadcasting reorganizes and is required to do more with fewer resources.

B. COMPUTER LITERACY AMONG THE USER COMMUNITY IS RATHER LOW ON THE AVERAGE. However, a few individuals exhibit very high levels of literacy and activity.

VI. RESOURCE REQUIREMENTS

BUREAU OF BROADCASTING AUTOMATION REQUIREMENT Office of Voice of America Programs (B/VOA)

(000s)

AUTOMATION REQUIREMENT	FY 93 Resource Required	FY 94 Resource Required	FY 95 Resource Required	FY 96 Resource Required	FY 97 Resource Required
SNAP Modernization SNAP	1447	1447	1447	1447	1447
Technical Computer Network	40	40	40	40	40
Personal Computers	49	49	49	49	49
SUBTOTAL	1536	1536	1536	1536	1536
Traffic Management Division (includes Modernization Program)					
HARDWARE	46.3	63.8	35.3	31.8	31.8
SOFTWARE	125.6	160.6	98.6	96.6	91.6
TRAINING	14	11.5	11.5	11.5	11.5
SUBTOTAL	185.9	235.9	145.4	139.9	134.9
TOTAL REQUIREMENT	1721.9	1771.9	1681.4	1675.9	1670.9
INCLUDED IN BUDGET	1536	1536	1536	1536	1536

* Includes capital investment of \$2,500,000 for the second phase of the SNAP modernization program.

BUREAU OF BROADCASTING

OFFICE OF ENGINEERING AND TECHNICAL OPERATIONS (B/E)

I. OFFICE MISSION

The Office of Engineering and Technical Operations is responsible for the operation of the Bureau of Broadcasting's broadcast network design, implementation, operation, and maintenance including the Relay Stations. This responsibility includes the management and implementation of the Relay Station Modernization Program.

II. STRATEGIC PROGRAM GOALS

The goals of the Office of Engineering and Technical Operations are:

- Provide effective scientific and technical direction of all design, development and testing efforts in support of B's worldwide broadcasting system.
- Design engineering of broadcast systems which will accommodate the Bureau of Broadcasting's changing global programming objectives.
- Provide for the development of the architectural and facility designs and "build-to-print" specifications in support of facility projects.
- Implement, operate, and continually assess the total relay station system operation to achieve USIA and B's objectives and priorities.

III. STRATEGIC IRM GOALS AND OBJECTIVES

B/E's automation goals are to enhance the automation infrastructure, implement an office automation program, and automate the technical operations functions. The goals and objectives associated with each goal are discussed below.

A. ENHANCE THE AUTOMATION INFRASTRUCTURE

1. Implement a B/E Wide Area Engineering Network

This objective will create a wide area engineering network designed to connect all B/E ADPE, as well as connect B/E with other ADP systems such as B/VOA's SNAP and Novell LAN systems. The wide area engineering network will have the capability to send, receive, and

print electronic mail, word processing documents, and data files from one ADP peripheral to another, regardless of the vendor or location.

2. Connect the Operations Directorate (B/EO) LAN via SIS to VOA Relay Station LANs.

This objective will expand the B/E LAN integration effort to include connecting B/E Washington LANs to the domestic and overseas Relay Station LANs.

3. Continue Use of the B/E Computer Aided Design and Drafting (CADD) System

This objective will allow continued use of CADD in conducting the Relay Station Modernization Program. B/E has standardized on an INTERGRAPH CADD system for use in conducting the Relay Station Modernization Program. The current system consists of a hardware modified MicroVAX, and three production sized workstations. This system is used to access and work over four thousand enlisting CADD drawings generated by contractors and B/E engineers as part of the Relay Station Modernization Program.

4. Upgrade the Engineering Computer System (VAX 8350)

B/E will upgrade the Engineering Computer System to meet current and future computational needs. The Engineering Computer System provides support for all directorates within Engineering. Major applications include managing construction projects, propagation modeling and predictions, broadcast coverage mapping, property management, budgeting, worldwide procurement, and irregularity reporting.

5. Upgrade the Network Control Center Computers

B/E plans to upgrade the computers in the Network Control Center (NCC) to increase capacity and speed, to eliminate a single point of failure, and accommodate future growth. The NCC is used for generating and transmitting broadcast schedules from Washington to all relay stations, operating various station systems in accordance with the schedule, monitoring station operation, and reporting station status.

6. Continue Use of the Network Training Center

B/E will continue to provide ADP resources for the Network Training Center (NTC) staff in the research and development of training courses designed to support the worldwide Relay station network. The Network Training Center located at the Greenville Relay Station is used to design and implement a worldwide training program for the relay station employees.

B. IMPLEMENT AN OFFICE AUTOMATION PROGRAM

1. Develop a Budget and Procurement System (BAPS)

B/E plans to increase productivity within existing personnel ceilings through development of an integrated automated financial project management and purchasing information system. In order to achieve this goal, this project will replace or simplify selected manual financial management and purchasing tasks with automated processing and reports generation methods using existing computer resources.

2. Update the Central Support Facility/VOA Logistics Tracking System (CSF/VOLTS)

B/E will centralize and automate all aspects of managing the expendable and non-expendable inventory used in support of the Relay Stations. The current CSF/VOLTS is a system that is operating in a limited capacity throughout the network. The system was developed using 1984 technology. This effort will update the system by using state-of-the-art design techniques, hardware, and software.

C. AUTOMATE THE TECHNICAL OPERATIONS

1. Improve B/E's Monitoring Capability

B/E will implement this objective to provide adequate feedback on signal audibility to facilitate the efficient transmission of VOA programming. Unreliable part-time contract and volunteer monitors will be replaced by automated remote control monitoring systems (RMSS) and additional staff at Technical Monitoring Offices (TMCs) to evaluate RMS data. B/E will be able to make timely assessments of reception quality with the resulting monitoring information.

2. Upgrade the Automated Audio Routing Switcher Installation at Relay Stations

B/E plans to upgrade its automated audio routing switchers at the Relay Stations worldwide. During the past two years, installation of automated audio routing switchers has taken place in several relay stations. Experience with these devices, which assist station personnel with the timely switching of audio events, has been favorable. Additional installations would be beneficial at the few stations not currently equipped. A regular program of audio switching hardware and software upgrades at all stations will be established.

3. Install LOC (Local Operation Controller) Systems at Relay Stations Worldwide

Over a period of several years, B/E intends to install LOC systems at Relay Stations worldwide. LOC systems are intended to perform a variety of functions, including receiving schedules from Washington, operating various station systems in accordance with that schedule, monitoring station operation, and reporting station status to Washington. They will communicate with the Washington Operation Controller (WOC) via the SIS system.

IV. CURRENT SITUATION

B/E's information systems resources include an amalgam of systems. A Wang Alliance system is used for word processing. The DEC VAX 8350 minicomputer is used for engineering applications. Novell LANs in B/EP (Project Management Directorate), B/ES (Systems Engineering Directorate), and B/EO are used for engineering and office automation functions. A MicroVAX is used to access CADD drawings generated by contractors and B/E engineers. The Satellite Interconnect System is a mixed network of leased lines and radio transmitters for distribution of audio feeds and programming worldwide.

V. MANAGEMENT ISSUES ON REACHING IRM GOALS AND OBJECTIVES

A. LAN SYSTEMS ADMINISTRATOR

B/E plans to create a LAN System Administrator position for managing the various LAN systems in Washington. This individual will be assigned to the Management Services Directorate (B/EM) and will be responsible for the day-to-day operations of the LANs. Little or no contractor-provided programming assistance is expected. Individual programs to be developed to support B/E operations will be provided by the individuals using the application programs.

B. NETWORK TRAINING CENTER RESOURCES

The NTC will require that all instructors be provided workstations capable of word processing, graphics development, and page layout (type setting). The initial plan will require the purchase of three workstations and a laser printer to support immediate development requirements and instructors already on board at the NTC. As new instructors are added to the staff, additional resources will be required to continue the training development functions.

In addition to the projected instructor staffing, an administrative assistant to support the NTC will also be required. ADP support for this position will require compatibility with the current LAN project for the relay stations.

Software and hardware requests associated with the NTC development activities will be controlled/approved by the Network Training Manager to ensure standardization and compatibility with all local systems.

VI. RESOURCE REQUIREMENTS

BUREAU OF BROADCASTING AUTOMATION REQUIREMENT Office of Engineering and Technical Operations

(000s)

AUTOMATION REQUIREMENT	FY 93 Resource Required	FY 94 Resource Required	FY 95 Resource Required	FY 96 Resource Required	FY 97 Resource Required
ENHANCEMENT OF AUTOMATION INFRASTRUCTURE:					
VOA/E Wide Area Engineering Network	200	200	200	200	200
Connectivity of the VOA/EO LAN Network via SIS to VOA Relay Station LANs	190	190	95	95	60
B/E Computer Aided Design and Drafting (CADD) System	53	55	58	60	60
Engineering Computer System (VAX 8350)	275	140	1115	55	100
Network Control Center Computers	548	48	48	48	48
Network Training Center	18	26	6	22	20
OFFICE AUTOMATION INITIATIVES:					
Budget and Procurement System (EAPS)	20	20	20	20	20
Central Support Facility/ VOA Logistics Tracking System (VOLTS)	70	40	25	410	100
AUTOMATION OF TECHNICAL OPERATIONS:					
Monitoring Improvement Plan	1617	1830	2015	2270	2007

Automated Audio Routing Switcher Installation at Relay Stations	121	132	79	87	70
LOC (Local Operation Controller) Installation at Relay Stations	550	600	650	700	608
Automation of the Irregularity Tracking System	55.5	13	13	14	19
TOTAL REQUIREMENT	3717.5	3294	4324	3881	3312
INCLUDED IN BUDGET	*	*	*	*	*

* B Bureau unable to provide estimate at this time.

BUREAU OF BROADCASTING

OFFICE OF WORLDNET TELEVISION AND FILM SERVICE (B/TV)

I. OFFICE MISSION

The Television and Film Service of the Bureau of Broadcasting (B/TV) produces, contracts for, acquires and adapts films and videotape productions to help advance U.S. foreign policy and economic and cultural objectives abroad. Primary responsibilities include planning, organizing and directing the Agency's television and film activities. Through the Bureau's "WORLDNET" TV network, a worldwide satellite system, the Service provides an increasing number of USIS posts, foreign media and overseas audiences, with live, direct access to key U.S. policy makers.

II. STRATEGIC PROGRAM GOALS

The goals of the Office of Worldnet Television and Film Service are:

- Plan and develop TV programming, including policy supervision of daily broadcasts and other production activities.
- Coordinate with other Government agencies on dissemination of information overseas through video, television and audio-visual media.
- Serve as USIA's primary point of contact with American motion picture and television industries, international organizations, and other Government agencies on video picture and television matters.
- Provide assistance to visiting foreign television and film producers.
- Provide assistance and support to foreign broadcasters in production and foreign telecast of cooperative efforts.
- Plan for and procure, supervise, operate, and maintain the technical equipment and communications systems of B/TV.
- Plan and operate television and film activities at Foreign Press Centers.

III. STRATEGIC IRM GOALS AND OBJECTIVES

The major information technology goals identified by B/TV are: (a) modernize the networks and integrated systems and (b) implement applications in support of both management and operations. The goals and their associated objectives are outlined below.

A. MODERNIZE THE NETWORKS AND INTEGRATED SYSTEMS

1. **Expand the B/TV PC-LAN Office Automation System (TV-LAN)** to include an SNA gateway to the Agency's IBM mainframe, a comprehensive custom accounting system, and an automated Production Studio system. In addition, the TV-LAN requires more storage and computing power.

2. **Upgrade the Technical Operations Directorate (B/TVT) LAN** to a fully functional part of the larger TV LAN, with connectivity to B, VOA, USIA, etc. The connectivity will include the ability to (a) download, view, review and reline CADD drawings; (b) provide access by managers to needed financial and budget data; and (c) communicate seamlessly between LANs and other platforms.

3. **Implement the CADD (Computer Assisted Design and Drafting) System** to provide a unified drafting system with access to all drawings by design and senior staff engineers, both in the field and at headquarters.

4. **Upgrade the Worldnet Xerox Multiple Language Computer Network** to extend throughput, speed, and life of the network. The system is being expanded to include additional languages, and to increase the processing capacity of the system.

5. **Modify the B/TV Wang Network** to accommodate future PC LAN users and future expansion of software applications.

6. **Upgrade the Open Architecture TV Production System** to increase operating capacity and integrate existing facilities with new technology and Agency standards.

7. **Implement the Inter-operability Initiative** to permit Agency-wide full featured E-mail across networks with different hardware architectures, provide user access to any system through a single menu selection, and provide the capability to transport information from one system to another with ease.

B. IMPLEMENT APPLICATIONS IN SUPPORT OF BOTH MANAGEMENT AND OPERATIONS

1. **Implement the Financial Management System/EIS** using modern financial management software in order to provide timely reports on

funds expended and allow rational decision making based on financial facts.

2. Develop and Implement the "Services" Database Management System to amalgamate multiple services functions that support delivery of programs and product overseas, to include automation of some manual functions.

3. Implement the Production/Facilities Scheduling System to provide tracking of facilities, crews, and equipment, in order to assist in production scheduling, planning, resource allocation, and decision making for impact caused by rescheduling.

4. Implement the Broadcast Operations Automation System to produce broadcast schedules to guide communications managers in broadcast of programs in synchronization with posts. This universal broadcast scheduling system will provide a common schedule from which both the transmitters and receivers of TV shows can operate.

IV. CURRENT SITUATION

The PC computer network in B/TV (B/TV PC LAN) is a Novell-based LAN, consisting of four file servers, supporting 160 PC user workstations and 11 MacIntosh computers. The Technical Operations Directorate LAN (B/TVT R&D LAN), originally an Agency LAN prototype experiment, is now a fully functional system that serves 50 users and is a key test platform for TV-LAN application development, program evaluation, and connectivity. The Computer Assisted Design and Drafting (CADD) system is based on a Prime Minicomputer and three Tri-Star 80486 personal computers. The Prime Minicomputer will be phased out as drawings based on its Medusa CADD are converted to AUTOCADD. The Worldnet Xerox Multiple Language Computer Network supports 26 workstations and 8 PCs (that are also attached to the Novell LAN). The Wang VS-5000 (B/TV) supports 86 users and is maintained primarily for E-mail and Outcable, glossaries and word processing. A total of 14 users are supported by two Wang OIS's (one at the Foreign Press Center and one in the Worldnet Languages Versions Division).

V. MANAGEMENT ISSUES ON REACHING IRM GOALS AND OBJECTIVES

A. REQUIREMENT FOR AN "IRM" BUDGET

The existing computer systems in the Television and Film Service have all been procured with "year-end" money or money reprogrammed on a temporary basis over the years. B/TV still does not have a budget for equipment, upgrades or "initiatives," although a small ADP maintenance and operation budget line exists.

B. LACK OF RESOURCES TO FUND IRM INITIATIVES

Although B/TV management endorses the initiatives, they do not have resources to fund the initiatives. A few initiatives might be funded from estimated cost savings. Others are simply the cost of doing business more efficiently and will not create cost savings.

C. INADEQUATE STAFFING LEVELS TO SUPPORT IRM FUNCTIONS

If all IRM initiatives were fully funded for implementation, a requirement to double non-supervisory computer staff would result.

D. COORDINATION WITH BUREAU ELEMENTS ON PLANNED CADD INITIATIVE

The B/TV initiative for Computer Assisted Design and Drafting (CADD) is proposed as a Bureau-wide initiative, and must be negotiated with the Office of Engineering and Technical Operations (B/E), whose own CADD initiatives might clash with those of B/TV.

VI. RESOURCE REQUIREMENTS

BUREAU OF BROADCASTING AUTOMATION REQUIREMENT Office of Worldnet Television and Film Service (B/TV)

(000s)

AUTOMATION REQUIREMENT	FY 93 Resource Required	FY 94 Resource Required	FY 95 Resource Required	FY 96 Resource Required	FY 97 Resource Required
NETWORKS AND INTEGRATED SYSTEMS:					
B/TV PC LAN	281	111	154	257	257
B/TVT R&D LAN	115	77	77	37	25
XEROX Multiple Language System	115	216	312	312	216
Computer Assisted Design (CADD)	40	31	14	14	6
B/TV Wang Network	78	77	58	49	49
Open Architecture TV Production	108	227	135	99	135
Inter-operability Initiative	13	169	13	13	13
SUBTOTAL:	750	908	763	781	701
APPLICATIONS:					
Financial Management System/EIS	9	10	10	11	11
Services Database Management System	70	20	50	20	20

Production/Facilities Scheduling	7	7	60	7	7
Broadcast Operations Automation	55	35	20	5	5
SUBTOTAL:	141	72	140	43	43
TOTAL REQUIREMENT	891	980	903	824	744
INCLUDED IN BUDGET	*	*	*	*	*

* B Bureau unable to provide estimate at this time.

BUREAU OF BROADCASTING

**OFFICE OF CUBA BROADCASTING (B/C)
RADIO MARTI (B/CR)**

I. OFFICE MISSION

Radio Marti was established in 1983 to provide the people of Cuba with "news, commentary, and other information about events in Cuba and elsewhere to promote the cause of freedom in Cuba." The first broadcasts aired on May 20, 1985. By law, these broadcasts must be in accordance "with all Voice of America standards to ensure . . . programs which are objective, accurate, balanced, and which present a variety of views."

II. STRATEGIC PROGRAM GOALS

The management of Radio Marti has set forth six fundamental goals for the organization:

- To serve the role of the free press as practiced in a democratic society, allowing for critical review of the Cuban government and its policies as well as the examination of concepts and ideas censored by the Cuban government.
- To stimulate political debate within Cuba by presenting to the Cuban people diverse viewpoints, ideas, and expectations as possible alternatives to those presented by the regime.
- To acquaint the Cuban people with the practices, processes, and institutions of a pluralist system of government.
- To counteract both disinformation and the omission of information in the Cuban media.
- To provide coverage of the activities and positions of various groups inside Cuba that promote the concepts of democracy and the defense of human rights.
- To keep the Cuban people informed on worldwide events in general, assuring, at the same time, that they are presented in the manner most relevant to the Cuban audience.

In meeting these objectives and fulfilling the organization's mandate, Radio Marti follows a two-fold strategy: (1) to devise the proper programming formats to serve as effective means of communicating information and ideas to the people of Cuba; and (2) to direct the content of these and all other Radio Marti programs

by establishing a comprehensive editorial policy that defines the informational themes and sub-themes of greatest importance for the Cuban audience.

III. STRATEGIC IRM GOALS AND OBJECTIVES

Radio Marti is information intensive by nature. Its around-the-clock programming depends on developing, storing, and retrieving a wide range of information from multiple sources. The efficiency and effectiveness with which the station can manage information bears directly on B/CR's ability to fulfill its mandate.

Radio Marti's role rises as the situation in Cuba deteriorates. The Cuban people look to Radio Marti as their only available, credible source of information. In light of this, Radio Marti strives for the fullest support possible for the organization's efforts, including support for the management of its essential information resources.

Radio Marti has identified three Information Resources Management goals, as described below.

A. REPLACE THE RADIO MARTI NEWSROOM MANAGEMENT SYSTEM

The current Radio Marti News Room system needs to change in structure, in order to meet ongoing and future needs. This new system will provide a state-of-the-art newsroom facility. The facility would feature contemporary broadcast computing technology, which will serve as a long range solution to the current information retrieval and dissemination needs of the newsroom.

The replacement plan includes the following objections:

- 1. Reconfigure and Replace the Basic Hardware**, including replacement of the present file server, an increase in the disk storage space and memory, backup capability, and a dedicated operator's console, so that systems administration could be performed from one central location, separate from regular newsroom operations. An identical system will be on hot standby for continuous operation.
- 2. Provide System Maintenance** to include 24-hour customer service, dial-in diagnostic assistance performed by customer service staff, and new versions of software and documentation.
- 3. Replace All Wiring** for the new system, since there are already intermittent problems due to bad wiring connectors and wiring hubs.

B. IMPLEMENT A LAN FOR THE RADIO MARTI DIVISIONS OF PROGRAMS AND RESEARCH

A LAN is required to provide ready access to and sharing of frequently-used information between two divisions, plus E-mail capabilities.

1. Procure and install required hardware, including a file server, PCs, printers, and cabling. An identical backup server would be required as a standby unit. Upgrade of stand-alone PCs will also be required.

2. Provide for system maintenance to include service contracts for the file server and the client/software.

C. IMPLEMENT A RADIO MARTI PBX (PRIVATE BRANCH EXCHANGE) TELECOMMUNICATIONS SYSTEM

Radio Marti requires a telecommunications system that can provide advanced features such as centralized administration, voice terminals, and voice mail options.

1. Install necessary hardware and software according to established installation and cut-over dates.

2. Provide training for systems administration and end users prior to or during installation of the new system.

D. ESTABLISH INTERCONNECTIVITY AMONG OFFICE OF CUBA BROADCASTING USERS

E. MAINTAIN CURRENT INFORMATION SYSTEMS

IV. CURRENT SITUATION

The current file server for the newsroom computer system is an AST 486. Dot matrix printers accommodate most of the incoming news wire services. User workstations can access WordPerfect, create story line-ups, and access Reuters on-line.

There are approximately 45 computer users in the Programs and Research Divisions. The users either have stand-alone PCs or Wang workstations. Four of the stand-alone systems are major information systems within Radio Marti. Currently these information systems can only be accessed from one location for each system; however, the information is used by many users.

V. MANAGEMENT ISSUES ON REACHING IRM GOALS AND OBJECTIVES

A. RADIO MARTI MUST DEVELOP AND MAINTAIN INFORMATION SYSTEMS THAT ARE HIGHLY RELIABLE. Its around-the-clock programming depends on developing, storing, and retrieving a wide range of information from multiple sources. The efficiency and effectiveness with which the station can manage information bears directly on the ability to fulfill B/CR's mandate.

B. B/C MUST UPGRADE THE KNOWLEDGE AND EXPERIENCE LEVELS OF ITS ADP STAFF. There is an ongoing need to hire experienced technicians to manage B/C's ADP resources. The staff should also be capable of conducting training, managing a help desk, and giving software demonstrations. B/C has identified the requirement of maintaining its own "internal Technology Coordinator" to manage all of its ADP/IRM activities.

VI. RESOURCE REQUIREMENTS

BUREAU OF BROADCASTING AUTOMATION REQUIREMENT Office of Cuba Broadcasting Radio Marti

(000s)

AUTOMATION REQUIREMENT	FY 93 Resource Required	FY 94 Resource Required	FY 95 Resource Required	FY 96 Resource Required	FY 97 Resource Required
NEW INITIATIVES:					
Newsroom System	32	27	26	25	25
LAN: VOA/MR, VOA/MP	20	21	17	15	15
PBX Telecom	100	20	20	20	20
Connectivity/OCB Facilities	35	5	5	5	5
SUBTOTAL:	187	73	68	65	65
RECURRING COSTS:					
Software Development and Support	20	21	21	22	23
Commercial Software	22	22	23	24	24
ADP Supplies, Peripherals	11	11	12	12	12
IRM Contract Services	27	28	29	30	30
Contract Maintenance	39	40	42	44	45
Replacement Equipment	43	45	47	49	50
Databases/FEDLINK	134	139	145	150	156

Grant Univ. of Miami (GRANMA)	102	107	111	115	120
Technical Services (Cataloging)	29	30	31	33	34
Data Coding	6	6	6	7	7
Newswires	244	254	264	274	285
Telecommunications	225	234	243	253	263
SUBTOTAL:	902	937	974	1013	1049
TOTAL REQUIREMENT	1089	1010	1042	1078	1114
INCLUDED IN BUDGET	*	*	*	*	*

* B Bureau unable to provide estimate at this time.

BUREAU OF BROADCASTING

OFFICE OF CUBAN BROADCASTING (B/C)

TELEVISION MARTI (B/CT)

I. OFFICE MISSION

TV Marti is tasked with the mission of broadcasting high quality television programming into Havana, Cuba. The programming consists of world news, commentary, sports, and important information not otherwise available to the people of Cuba.

II. STRATEGIC PROGRAM GOALS

TV Marti is committed to creating and maintaining a fully functional television broadcasting network, capable of producing up to six hours of programming a day. The programming is produced in Washington, D.C., transmitted to the Florida Keys, and broadcast to Havana, Cuba from a specially designed transmitter which is suspended at 10,000 feet from a tethered balloon system.

III. STRATEGIC IRM GOALS AND OBJECTIVES

TV Marti is composed of five basic groups listed here by size: news; production; operations; engineering, and administration. The staff offices, studios, and equipment necessary to support the operation are located at several sites in Washington, D.C. and Florida. Each group has its own highly specialized and critical functions, and they must interact and coordinate with each other. This is complicated by the physical separation between the groups. Another complication is that as the operations become more complex and demanding, resources become more strained. (The staff is very much smaller than that used by an average commercial TV broadcast organizations with the same level of production.) Further, schedules are extremely tight and cannot be missed without causing critical failure.

Initial automation initiatives are very limited in that they are focused by the need to replace inadequate supporting hardware and software with basic PC LANs and basic office automation. The identification and development of major databases and other application systems and information requirements are still in the future. Thus, the major IRM goal can be stated as follows:

IMPLEMENT THE TV MARTI INTEGRATED LAN/WAN

The objectives for achieving this goal are:

- 1. Procure and install required hardware** in order to implement two PC LAN's (and/or to expand or replace the current LAN). Over the next five years, TV Marti plans to use this base to develop the capabilities to meet the organization's automation requirement.
- 2. Implement modern office automation software**, as identified for its LAN/WAN initiative. This includes word processing, spreadsheet, database management system, and an electronic mail package that meets the interconnectivity requirements of other organizational systems.
- 3. Provide for ongoing maintenance** for the expanded configuration, including hardware, software, and technical support.

IV. CURRENT SITUATION

Current ADP/Office Automation is based on a Novell LAN using an AST 483/33 PC as its file sever. Twenty WIN PCs are connected to the LAN. Additionally, 20 WIN PCs are used in stand-alone mode.

At present no major databases or applications are supported on the LAN. This will change as the LAN capabilities are enhanced to support such activities. The LAN is used primarily to support the creative and production aspect of the Newsroom, the central kernel of the TV Marti operation.

V. MANAGEMENT ISSUES ON REACHING IRM GOALS AND OBJECTIVES

A. TV MARTI CAN LEARN FROM OTHERS' EXPERIENCES to enhance its efforts to upgrade and expand its automation capabilities. TV Marti is actually just getting off of the ground, and it will take some time and effort to catch up. Although TV Marti is behind many other organizations in automation, it has many advantages in that the organization can learn from others' experiences. It can take advantage of technological advances, and there is a large base of expertise, particularly in the Office of Administration's Systems Division (B/A), from which advice and support can be drawn.

B. INTERCONNECTIVITY WILL REMAIN A CENTRAL AND ONGOING ISSUE as the TV Marti LAN/WAN is implemented. This includes organizational systems within the Bureau of Broadcasting, as well as the rest of the Agency.

C. COMPUTER LITERACY NEEDS TO BE ADDRESSED, and a training program for the user community should be developed and implemented.

VI. RESOURCE REQUIREMENTS

BUREAU OF BROADCASTING AUTOMATION REQUIREMENT
Office of Cuba Broadcasting
Television Marti

(000s)

OFFICE AUTOMATION REQUIREMENT	FY 93 Resource Required	FY 94 Resource Required	FY 95 Resource Required	FY 96 Resource Required	FY 97 Resource Required
TV MARTI LAN/WAN:					
Hardware	150	50	15	10	10
Software	50	30	30	30	30
Maintenance	50	50	50	50	50
TOTAL REQUIREMENT	250	130	95	90	90
INCLUDED IN BUDGET	*	*	*	*	*

* B Bureau unable to provide estimate at this time.

BUREAU OF MANAGEMENT

I. BUREAU MISSION

The Bureau of Management (M) is responsible for organizing and directing the Agency's administrative and management operations. The M Bureau areas of responsibility (including policy development) address budget and fiscal activities, personnel, contracting and procurement, management analysis and planning, security, directives, and technology. The Bureau consults regularly with senior officials of other government agencies, Congress, and OMB. In addition, there are frequent contacts with other Agency elements regarding management actions and decisions which may affect them.

II. STRATEGIC PROGRAM GOALS

The major program goals for the Bureau of Management include the following:

- Provide central administrative and management services for the Office of Administration and the Office of Technology (Office of Administration [M/A]).
- Coordinate certain support services for all overseas posts, including overseas building design and technical assistance, field equipment and supply, and post management assistance (Overseas Support Division [M/AO]).
- Conduct Agency-wide management activities including organizational reviews, management planning, management analysis of Agency operations and programs, and administration of the Agency's Internal Control Program (M/A).
- Provide for personnel management activities for both Civil Service and Foreign Service (except for the Bureau of Broadcasting), including policies and procedures; staffing, retirement and insurance; labor and employee relations; and training (Office of Personnel [M/P]).
- Coordinate the Agency's budget planning and presentation; maintain central Agency control of Agency funds and personnel ceilings; execute financial operations (e.g., payroll, accounting, etc.) (Office of the Comptroller [M/C]).
- Provide for Agency contracting activities including procurement of non-construction goods and services; direction and execution of grants and cooperative agreements; procurement of construction, engineering services and

technical products; and development of Agency procurement policies and procedures (Office of Contracts [M/K]).

- Coordinate and support the Agency's Information Resources Management (IRM) Program (Office of Technology [M/T]).

- Provide technological support services including operation of a worldwide telecommunications network, management of automated systems for information management, coordination of the Agency's office automation program, and operation of the Agency's central computer systems (M/T).

- Manage and direct all phases of the Agency's security program including physical security of the Agency's facilities in the United States and abroad, protection of classified data, security clearances, and internal security investigations (Office of Security [M/S]).

- Implement, monitor, and administer anti-discrimination laws, regulations, and procedures applicable to the Agency, to its employees, or to any person dealing with the Agency (Office of Equal Employment Opportunity and Civil Rights [M/E]).

- Provide for the planning, design, development, acquisition, and physical move to a new building in order to consolidate USIA domestic personnel into a new headquarters facility (Washington Relocation Project [M/R]).

III. STRATEGIC IRM GOALS AND OBJECTIVES

A. IMPLEMENT THE MANAGEMENT BUREAU OFFICE AUTOMATION MODERNIZATION PROGRAM

The Bureau of Management has begun a coordinated planning effort aimed at improving its overall office automation environment. The goal is to provide M Bureau staff with current office automation technology and to implement standards and procedures that will enable Bureau-wide sharing of information and electronic communication.

- 1. Replace old Wang OIS equipment with modern office automation technology.** The Bureau plans to replace the remaining OIS equipment with state-of-the-art local area networks that run standard office automation software and are connected with each other to provide the Bureau with electronic communication.

- 2. Expand under-utilized LANs to include geographically logical users not based on "Office."** The Bureau plans to expand LANs to include users located near existing File Servers with excess capacity without regard to which office manages the LAN. File

protection and privacy will be provided through the security provided by the LAN operating system.

3. Provide for Bureau-wide electronic communication (E-mail, file transfer). The Bureau plans to install an Agency standard E-mail system on all LANs. In order to provide communication among LANs and with posts overseas, all Bureau LANs must be connected to the Agency's Wangnet backbone.

4. Provide standard versions of LAN software for all users (includes operating system, word processing, spread-sheet, E-mail, form filler and desk top organizer). The Bureau plans to provide Agency standard software for all LANs. New LANs will be installed with the current "standard" version. LANs already installed will be brought up to the standard.

5. Control the distribution of special purpose software (Graphics, Desk-top Publishing, Project Management). The Bureau plans to provide users who demonstrate the need with the appropriate special purpose software. The Bureau may do this by redistributing existing software from offices that are not using their copies.

6. Provide configuration and installation support for local area networks.

7. Provide training for users in "standard" software packages. The Management Bureau will mandate PC introduction training and standard software for those installing LANs.

8. Provide professional local area network Administrators for Bureau LANs. The Bureau will consolidate the LAN administration function in one or two central positions.

B. IMPLEMENT AN OFFICE OF ADMINISTRATION AUTOMATION PROGRAM

The Office of Administration plans to improve its overall automation capability by implementing the following systems.

1. Implement an M/A Office Automation Modernization Program. This objective will provide the basic office automation support for personnel within the Office of Administration. The system will provide an effective office automation infrastructure to perform day-to-day operational and managerial functions in support of M/A's mission.

2. Implement a Records Management Systems for the Office of Administration. This system will include Forms, MOA, and a Records Management database.

3. Develop an automated Mailing System that will allow M/A to improve its mailing and labeling functions.

4. Replace M/A's Communications capability to facilitate Primary Inter-exchange Carrier (PIC) for International Switched Voice Service.

5. Implement a Printing Managements System to perform automated scheduling and tracking of print jobs.

C. ENHANCE THE OFFICE OF SECURITY OFFICE (M/S) AUTOMATION SYSTEMS

The Office of Security plans to accomplish the following objectives during the next five years in order to achieve this goal.

1. Upgrade Software Within the Office of Security. This objective will help ensure that the Agency complies with the spirit and intent of all information security laws, executive orders, and regulations pertaining to the protection of Government resources.

2. Install a local area network Within the Overseas Support Division that will allow the M/SO to transfer project information between two buildings via the network rather than via diskettes.

3. Replace Wang equipment within the Security Operations Division (M/SP). Five personal computers were recently ordered to replace some of the OIS workstations. Additional PCs will replace the remaining OIS workstations during the next five years.

4. Install a local area network within the Security Operations Division and the Personnel Security Division. M/SP and M/SE will connect the stand-alone PCs that are currently being installed within the divisions.

5. Replace personal computers in the Overseas Support Division. Within the next few years, 20 M/SO PCs will be more than five years old. As this equipment ages, it will need to be replaced.

6. Expand the Investigative Case Tracking System to allow the entire investigative process to be managed more effectively.

7. Implement an Automated Security Construction Project System that will allow M/S to design building blueprints more efficiently.

8. Automate the File Room function within the Office of Security.

D. AUTOMATE FUNCTIONS WITHIN THE OFFICE OF PERSONNEL

M/P plans to replace the Wang OIS systems with a local area network that will allow workstations to be connected to each other.

E. MODERNIZE THE OFFICE OF EQUAL EMPLOYMENT OPPORTUNITY

M/2 plans to modernize its office automation equipment that will allow connectivity with other Agency elements and increase office productivity.

F. IMPLEMENT AN OFFICE AUTOMATION SYSTEM WITHIN THE OFFICE OF TECHNOLOGY

This goal will result in automated tools such as standardized word processing and electronic transfer of all files among divisions.

G. IMPLEMENT AN AUTOMATED PROJECT PLANNING SYSTEM FOR THE WASHINGTON RELOCATION OFFICE

H. ENHANCE THE OFFICE OF THE COMPTROLLER OFFICE AUTOMATION SYSTEM

During the next five years, the Office of the Comptroller will acquire resources, such as personal computers, printers, plotters, and electronic mail software. These resources will be used to enhance the productivity of M/C's office automation functions.

IV. CURRENT SITUATION

A. HARDWARE ENVIRONMENT

The Bureau of Management (M Bureau) purchased a number of Wang OIS word processing systems from the State Department contract which was awarded during the early 1980s. Currently the Bureau of Management has: 10 OIS-140s, 6 OIS-60s, 1 OIS-65, and 2 OIS-70s. There is at least one of these systems in each office. A few offices are provided office automation services by the central Wang VS minicomputers. The Wang OISs have limited capability and constrain the Bureau's ability to integrate with other systems that utilize more up-to-date technology. They are increasingly unreliable and costly to maintain.

Management within the Bureau has decided to migrate to a microcomputer-based local area network environment. The number of PC's in the Management Bureau is now approximately 400. There are 15 local area networks installed. At least five more LANs are in some stage of planning, most waiting for funding.

B. SOFTWARE ENVIRONMENT

The Management Bureau supports numerous Bureau and Office level application systems. The Bureau has used the Wang VS systems with MANTIS and T-ASK (programming language and report generator) to

meet a number of these system needs. There are seven systems in this category. Other Operation Support systems have been developed in COBOL on the Wang VS and the IBM mainframe. There are also seven systems in this category. Use of PC database software is increasing as a tool for these Office and Bureau level systems. At this time, the Bureau has five systems that were developed in Paradox or dBASE.

Most of these systems are used to track products or services for which an office is responsible. Few have interfaces to other systems, the exceptions being the Locator System which provides home address information to the Payroll System, and the Name Check System which provides the required data to the FBI so that it can run a name check on an individual for security clearance purposes.

The Bureau also has a number of internal office correspondence and project tracking systems. These systems are generally developed by individuals to facilitate one facet of their office functions. They are generally developed on a PC, using a database tool such as Paradox.

V. MANAGEMENT ISSUES ON REACHING IRM GOALS AND OBJECTIVES

A. LACK OF AUTOMATION FUNDING

The major constraint facing the Management Bureau is the lack of an automation acquisition, enhancement, and replacement budget. Offices with little flexibility (i.e., no program funds) are expected to fund their own automation requirements. This is nearly impossible, so offices must rely on year-end fallout or appeals to the Bureau for limited emergency funding.

B. RESOURCES WILL CONTINUE TO BE REDUCED

The Bureau of Management accepts the assumption described in the Foreword of the Planning and Architecture Guidance (PAG) that Agency resources will continue to shrink over the next five years, and the Bureau plans to work to make the most cost-effective use of automation.

C. COMMUNICATIONS BETWEEN BUREAU OFFICES MUST BE IMPROVED

The Bureau also agrees that there is a need to improve communications between Bureau and Agency offices to take advantage of the "shrinking world" phenomenon caused by maturity of automation to explore new avenues for programming and program material distribution.

D. REPLACE OLD EQUIPMENT WITH LOCAL AREA NETWORKS

The Management Bureau intends to continue in the direction started a few years ago to replace antiquated word processing equipment with state-of-the-art office automation hardware and software consisting of PC local area networks. With the assistance of the Office of Technology, the Offices are continuing these efforts without a coordinated budget to replace old Wang OIS equipment with Novell PC LANs as resources become available. These LANs will be connected to the Agency's telecommunications backbone, so that each LAN user can be connected to other LAN users and Wang Office users around the world.

E. INTEGRATE BUREAU SYSTEMS

Successful accomplishment of many Bureau projects will require that the systems in the M Bureau be able to communicate easily with each other. The Bureau's goal is to eliminate paper where possible by sending forms and information electronically, and to speed up processes by eliminating data reentry now required by the paper forms the Agency uses. The Bureau recognizes, however, that the majority of these initiatives are not possible with the current "hodgepodge" of outdated and "un-integrated" automation equipment. The Bureau must implement an office automation modernization program that allows easy integration of these systems.

VI. RESOURCE REQUIREMENTS

BUREAU OF MANAGEMENT AUTOMATION REQUIREMENT

(000s)

AUTOMATION REQUIREMENT	FY 93 Resource Required	FY 94 Resource Required	FY 95 Resource Required	FY 96 Resource Required	FY 97 Resource Required
Replace OIS Equipment**	(153)	(150)	(100)	(50)	(50)
Expand Existing LANs	62	50	50	25	25
Provide Bureau-wide E-mail	19	10	5	5	5
Provide Current Versions of Special Purpose Software	30	20	20	20	20
Control Distribution of Special Purpose Software	N/C				
Configuration & Installation Support	25	25	15	10	10
Training in Standard Software	15	15	15	15	15
Professional LAN Administrators	100	100	100	100	100
Office of Administration (M/A) Modernization Program (M/AST & M/ASG)	65	140	100	20	20
Office of Security Software Upgrades	7	3	8	4	4
Overseas Support Division Local Area Network (M/SO)	5	5	5	5	5
Security Operations Division Wang Replacement	20	25	25	N/A	N/A
Security Operations Division and Personnel Security Division Local Area Network	25	60	10	5	5

Overseas Support Division PC Replacement	N/A	13	N/A	26	N/A
Upgrade Office Automation Environment (M/E)	25	10	5	5	5
M/TC Automation	30	10	5	5	5
End User Computing Information Center Office Automation (M/IT)	65	100	37	43	43
Office Automation for Technology, Domestic Applications Division (M/TD)	130	133	30	30	30
M/TMR Automation	120	20	20	20	20
Planning Division (M/TP) Office Automation	55	21	57	58	60
M/TO Automation	55	60	20	20	20
M/R Five Year IRM Plan (Submitted June, 1991)	10	10	5	5	5
Security Operations Division Investigative Case Tracking System	10	10	2	2	2
Overseas Support Division CD-ROM, Optical Scanner, AUTOCAD	30	2	2	2	2
Office of Security File Room Automation	15	55	30	30	30
Office of Administration (M/A) Directives/Records Management	48	130	20	20	20
Office of Administration (M/A) Communications (Mailing List System)	10	2	2	2	2
Office of Administration (M/A) Communications-Telecommunications	N/A	N/A	N/A	N/A	N/A

Printing Management System (M/A)	45	5	5	5	5
Enhance Office Automation (M/C)	33	100	20	20	20
TOTAL REQUIREMENT	1054	1134	613	502	504
INCLUDED IN BUDGET	0	0	0	0	0

** Included in Agency-wide automation requirement; if the Agency-wide requirement is not approved, these figures should be added to "Total Requirement" above.

BUREAU OF EDUCATIONAL AND CULTURAL AFFAIRS (E BUREAU)

I. BUREAU MISSION

The Bureau of Educational and Cultural Affairs administers programs authorized by the Mutual Educational and Cultural Exchange Act of 1961 (the Fulbright-Hays Act), including academic exchanges, short term professional exchanges, youth exchanges, cooperative projects with private organizations; exchange of performing artist and fine arts exhibitions; and overseas book, library and English teaching programs. It also provides staff support for the Fulbright Foreign Scholarships Board and for the Cultural Property Advisory Committee, both appointed by the President of the United States.

The E Bureau programs support long-term U.S. national interests and advance mutual understanding between the U.S. and other countries through the free exchange of people, ideas, and information.

II. STRATEGIC PROGRAM GOALS

The goals of the Bureau of Education and Cultural Affairs are:

- Conduct cost-effective, substantive exchange-of-persons programs for Americans and foreigners that support U.S. interests while providing a balanced perspective on the U.S. and deeper understanding among Americans of foreign peoples and cultures.
- Provide accurate and timely information and instruction to foreign audiences about the U.S., its language and culture.
- Ensure that Bureau programs are balanced and non-partisan, meet high standards of quality and represent the diversity of American political, social, and cultural life.
- Cooperate with the private sector in the U.S. to enhance the quality and effectiveness of our overseas information and cultural efforts.
- Demonstrate the vitality of American culture and society through the full range of E Bureau programs abroad and for foreign visitors in the U.S.

III. STRATEGIC IRM GOALS AND OBJECTIVES

The major information technology goals identified by the E Bureau are as follows. They are listed in priority order as defined by E Bureau management.

A. IMPROVE THE GRANTS MANAGEMENT SYSTEM (EXCHANGE-OF-PERSONS SYSTEM)

The Grants Management Program is the most critical automation initiative in the E Bureau. It has been identified as an Agency major system subject to the management review and approval process at the Agency level. The improvements will include ancillary systems for tracking grants projects, subject-matter experts and escort interpreters. The enhanced Grants Management System will provide uniform and consistent information on Agency exchange-of-persons programs, including the solicitation and review of proposals, award of grants, conduct of projects and individual exchanges, and program follow-up and evaluation.

The system will be used to (a) support management decisions at all levels in the E Bureau, (b) respond to public inquiries on the exchange program, (c) share operational data across organizational lines in the E Bureau and with other Bureaus, and (d) improve productivity. In addition, the system will eliminate redundant data files and unnecessary duplication of effort in system operation. The new Grants Management System (GMS) will replace 13 existing E Bureau systems that are currently being used in E Bureau's grants management process.

The Bureau originally planned to implement the system on the Agency's mainframe. For reasons of cost/benefit, a client/server architecture is being implemented that will run on the Bureau's PC LAN-based systems.

B. IMPLEMENT AN ON-LINE FINANCIAL MANAGEMENT SYSTEM

The on-line Financial Management System will be linked to the Grants Management System so that transactions including allocations, commitments, obligations and disbursements are accurately reflected in both systems.

C. DEVELOP A PROGRAM CONTACTS SYSTEM

The Program Contacts System will manage contact information at international visitor program offices throughout the United States.

D. PROVIDE AN EFFECTIVE PROGRAM REPORTS SYSTEM

The Program Reports System will contain text of all E Bureau program and project reports, trip reports and division, office and Bureau highlights, as well as relevant unclassified cable traffic.

E. IMPROVE ELECTRONIC MESSAGE AND DATA TRANSFER SYSTEMS

Improved electronic message and data transfer systems (including E-mail and FAX) will facilitate ongoing contact between former exchange visitors and their professional counterparts in the U.S. and overseas, and for communicating with private-sector program organizations.

The capability to establish electronic mail and file transfer (program material distribution) connections with the domestic academic community and other program agencies will significantly increase the productivity of the Bureau. The Bureau will continue to explore the feasibility of "bridging" its LANs with other existing networks to provide its users with additional extended communication functions.

F. IMPLEMENT A BUREAU-WIDE OFFICE AUTOMATION SYSTEM

Phase I of E Bureau's office automation initiative is nearly complete. The initial phase of this effort is to complement the installed Wang VS systems with PC LAN technology. With completion of the current LAN installation effort in E/A (Office of Academic Programs), E/C (Office of Cultural Centers and Resources), and E/CL; the planned LAN implementation in E and E/V (Office of International Visitors) in FY 1992; and the ongoing effort of replacing Wang workstations with PC-based workstations connecting to both the VS systems and the LANs, the hardware platform will be in place for additional enhancement to E Bureau's office automation effort.

- 1. Implement Desktop Publishing** for offices that regularly produce itineraries, brochures, certificates and other printed materials for the public.
- 2. Develop PC database and spreadsheet systems** for handling data management needs specific to offices, divisions or programs, such as bibliographic control, project tracking, and statistics on program activities.
- 3. Implement document and records management systems** for scanning, indexing and retrieving proposals, memos, project summaries, cables, etc.
- 4. Implement connectivity software** for accessing Agency mainframe and commercial databases, using external E-mail systems, transferring documents to program agencies, etc.
- 5. Implement an integrated Word Processing system.** Word processing was mentioned only infrequently in the BSP interviews (see V. below), but its foundation in the E Bureau was laid several

years ago by the procurement and installation of Wang word processing workstations throughout the Bureau. Word processing is still the most basic and widespread Bureau requirement.

6. Develop a variety of small administrative systems in electronic form for on-line retrieval of information useful to more than one Bureau office (e.g., position descriptions, requisitions, purchase orders, vendor data, staffing patterns, and equipment inventory).

G. EXPAND PUBLIC DIPLOMACY QUERY (PDQ) COVERAGE

The E Bureau will expand PDQ coverage to include "one-post" information products of potential value to a wider audience (library reference questions, foreign language translations, special magazine articles, etc.), as well as full text of other policy and staff-use materials.

The PDQ system is a major ongoing operational system and has been classified as an Agency major system. This system runs on the Agency's mainframe. With the advent of CD-ROM and microcomputer text search and retrieval systems, it may make sense to move the system to a different platform. The enhancement and future direction of the system will be addressed during its Life Cycle Review scheduled within the next three years.

H. LIBRARY AUTOMATION

Another major initiative, although still in the early planning stage, is the automation of Agency's library function both domestically and for overseas libraries. This effort will address advanced software that will enhance significantly the operation of libraries. This application most likely will be developed using the installed PC-based platforms (LANs and stand-alone PCs). The Bureau is looking at automating internal processes of the Agency Headquarters Library. For example, imaging technology may be able to shrink the time frame required when overseas posts order specific articles under the "Article Alert" program. The Bureau is also evaluating a PC LAN-based library automation package that satisfies the bibliography control functional requirements.

IV. CURRENT SITUATION

E Bureau currently has an installed base of (a) three Wang VS systems including 100 workstations and (b) six PC LANs that include 180 workstations, providing Bureau-wide data processing, word processing, and connectivity to the Agency's Wang E-mail system and the IBM mainframe. The installed base of Wang is supplemented by personal computer-based local area network (PC LAN) technology. Three PC LANs are now operational: E/P (Office of Citizen Exchanges) (30 nodes), E/D (Office of Arts America) (15 nodes), and

E/X (Office of the Executive Director) (8 nodes). Three more PC LANs are currently being installed: E/A (85 nodes), E/C (35 nodes), and E/CL (15 nodes), and will soon be in operation. Two more LANs, E and E/V, are being planned.

The E Bureau is using CD-ROM technology to support the PDQ system, and telecommunications software includes INNOVACQ for processing magazine and book orders from the field and access to commercial databases such as DIALOG, Meade (LEXUS), and Legislate.

V. MANAGEMENT ISSUES ON REACHING IRM GOALS AND OBJECTIVES

In FY 1990, the E Bureau developed a technology action plan using BSP/SA methodology (IBM's Business Systems Planning for Strategic Alignment). A group of E and M Bureau officers worked for several months with the then Associate Director and Deputy Associate Director. The following issues were identified.

A. REQUIREMENT FOR AN "IRM" BUDGET

The Bureau needs to work toward establishing a technology budget and should determine how to proceed to this end.

B. INTERFACE/INTERCONNECTIVITY QUESTIONS

The Bureau needs to address the issue of the interface between client/server architecture and the Agency's architecture. Further, the Bureau should address the issue of integrating internal systems with external systems (e.g., E-mail-Dialcom, or Sprintmail). Another connectivity question is that of linking LANs to the VSS.

C. REVIEW/MANAGING MAJOR AGENCY SYSTEMS

The PDQ system is a major Agency system that was originally funded by the M Bureau, but it is now managed by the E Bureau. At present, the E Bureau could abandon the system (without an Agency Life Cycle Management Review), creating negative impact on other Agency elements.

D. TRAINING AND ORGANIZATIONAL DEVELOPMENT

The E Bureau needs far more intensive technology training than in the past to successfully implement or profit from any of the above systems. Instead of remaining just a "user," the E Bureau needs to manage and have a better understanding of technology. E also needs to increase staffing for technology implementation.

VI. RESOURCE REQUIREMENTS

E BUREAU AUTOMATION REQUIREMENT

(000s)

AUTOMATION REQUIREMENT	FY 93 Resource Required	FY 94 Resource Required	FY 95 Resource Required	FY 96 Resource Required	FY 97 Resource Required
Grants Management Program					
Process Analysis					
E/AE & A/V	60				
E/AA & E/AS		30			
E/D					
Proposal Tracking	15	15	15	15	15
Platform (include: DBMS, H/W, maintenance, and operation staff)	100	70	70	70	70
Application Software	100	100	100	100	100
E/P, E/AE, & E/V	200				
E/AA & E/AS		100			
E/D					
Database Staff	65	65	65	65	
Training	15	15	15	15	
SUBTOTAL	555	395	265	265	185
Financial Management Database (Commitment)	100	20	20	20	20
Program Contacts Database	15	15	15	15	15
Program Report Database	20	60	10	10	10
Electronic Mail/File Transfer	40	40	40	40	40
Office Automation Includes:					
E and E/V LAN	30				
Workstation Upgrade	60	60	60	60	60
Hardware Maintenance	90	90	90	90	90
Training	20	20	20	20	20
Wang Connectivity	35	35			
SUBTOTAL	235	205	170	170	170

Issue Database (PDQ)	77	132	77	77	77
Agency Library Automation Program	20	100	63	63	63
**TOTAL REQUIREMENT	1062	967	660	660	580
INCLUDED IN BUDGET	797	725	495	495	435

** Does not include costs to access external databases (subscriptions).

OVERSEAS AUTOMATION

I. MISSION

The five Geographic Area Offices and their respective field post staff are responsible for carrying out the Public Diplomacy Mission of the Agency in 205 posts around the world in 128 countries. Overseas automation is one of the key initiatives of the Agency's technology effort.

The Agency's programs in each country are under the direction of a Public Affairs Officer (PAO), assisted at some posts by Cultural and Information Officers. The PAO is the principal advisor to the Ambassador in each country on matters relating to the press, education and cultural affairs, and local public opinion. USIS posts meet the information requirements of host countries by providing timely information in regard to United States policy initiatives. Libraries are established to make available books by American authors and about the United States.

Exchange programs are conducted to facilitate training in the United States and cultural presentations by U.S. artists. The AMPART program allows U.S. businessmen, writers, computer programmers, etc. to share their skills with other countries. The posts also use a variety of other program tools and communications techniques such as the Wireless File, magazines, books, exhibits, Voice of America (VOA) and Worldnet broadcasts, English Teaching programs and Libraries to carry out the Public Diplomacy Mission. All of these programs in some way use automated technology and will benefit from greater use of computers, software, and peripherals. Goals and program priorities are defined in the annual country plans.

II. STRATEGIC PROGRAM GOALS

- Define, explain and advocate U.S. policies to foreign audiences.
- Increase knowledge and understanding among foreign audiences of U.S. society and its values.
- Assure that Agency messages and media are competitive in their relevance and reach.
- Maintain, wherever feasible and cost effective, the Agency's network of libraries and cultural centers.
- Expand cooperation with other departments and agencies which work abroad in fields compatible with Agency objectives.

- Sustain the Agency's worldwide presence while preparing, where appropriate, to regionalize resources abroad and reduce or eliminate facilities, products and services.
- Preserve the Agency's institutional integrity to assure coherent achievement of public diplomacy goals
- Continue to modernize all Agency information and communications delivery systems to take account of technological developments, political changes, and changes in overseas audience habits.

III. STRATEGIC IRM GOALS AND OBJECTIVES

A. INCREASED USE OF TELECOMMUNICATIONS TECHNOLOGY

The increased use of telecommunications technology worldwide offers posts the opportunity to improve not only the receipt of media products from Washington, but also the timely redistribution of these products to target audiences. In many cases, texts received can now be retransmitted in electronic format to local media outlets, thereby both delivering these products to these outlets in a more timely fashion and giving the products to them in a format more conducive to easy incorporation into their end products. The result is that the posts can anticipate a greater propensity toward the placement of USIA provided materials.

1. Implement Electronic Transmission of Administrative Reports

Expand electronic mail systems and networking capabilities to eliminate pouch transmission of paper documents with electronic transmission of items such as administrative reports between the post and Washington, thereby improving the timeliness of the data available. Expand post access to new technologies such as facsimile boards which incorporate facsimile capabilities and will allow direct transmission of materials to those audience members owning facsimile equipment--again providing for more timely distribution with a minimum of personnel effort.

2. Expand overseas post access/service to Bulletin Boards for placement of Agency products and remote databases

Expand the number of posts that can provide distribution of Agency products and information via electronic bulletin boards and remote databases where the local telecommunications environment supports this technology.

B. IMPROVE THE QUALITY OF OVERSEAS PRODUCTS

Improve the quality of post-produced products for distribution to target audiences using technologies such as desktop publishing, color laser printing, and automatic reproduction systems which interface directly with the personal computer or personal computer network. These advances will improve the presentation of the product and simplify its production.

1. Expand post access to electronic publishing and reproduction tools.

Expand the number of posts equipped with access to desktop publishing systems, color laser printers, and automatic reproduction systems capability.

C. MODERNIZE THE WAY THE AGENCY STORES AND RETRIEVES DOCUMENTS AND RECORDS

The advent of the CD-ROM, a high density data storage medium which allows ready access to large quantities of data on site, will result in more timely accessibility of data over a large range of subject matter. This technology is already in use at many posts and promises to be one of the trends of the nineties. Some posts are currently subscribing to PDQ, the Agency's Public Diplomacy Query database, "Books in Print," and several other databases currently available. The complete card catalog for the Library of Congress will be available soon. Current CD-ROM technology in use in the Agency is predominantly in the form of a single disk reader, but movement will be toward the multiple disk changer which accommodates five or six disks, and eventually to "jukebox" technologies with large numbers of disks available for call up without the need to physically handle the storage media.

1. Expand the use of CD-ROM technology for making large volumes of information easily accessible overseas.

The Manual of Operations and Administration (MOA), Post Reports, overseas handbooks and the Agency telephone directory are high priority applications.

D. REPLACE OBSOLETE ADP EQUIPMENT

Technology will continue to play an important role in helping the field posts to carry out the Public Diplomacy Mission. It plays a particularly important role in the area of field post management. Major goals in the next five years include (a) replacement of obsolete equipment in line with the Agency's automation architecture, (b) interconnectivity of hardware, implementation of emerging technology that will assist in carrying out the public

diplomacy mission, and (c) expansion of inter- and intra-country communication capabilities.

1. Install Local Area Networks in the Washington Area Offices

Installation of PC Local Area Networks in the geographic Area Offices in Washington will allow for shared access to information stored on the central storage media, such as computer disk and CD-ROM, and allow for compatibility with the field posts

2. Install Local Area Networks in Each Post

At the post level, the installation of PC Local Area Networks will allow for shared access to information stored on the central storage media, such as computer disk and CD-ROM, without having to request that someone else access it and provide it to the user, and without requiring the user to leave his or her desk. This will apply to materials retained in Washington and at other posts. The modernization of the Department of State telecommunications network (DTSPN) will pave the way for the linking of the LANs at posts to the LANs and central systems in Washington in a wide area network (WAN) which will make the accessibility of data on different systems very transparent to the user and very commonplace.

3. Replace Overseas Hardware Infrastructure

This initiative involves replacement of a large percentage of the existing base of computer hardware installed overseas in accordance with the hardware architecture guidelines established by the Agency. Its focus is on replacement of "dumb" workstations and certain printers attached to Agency-owned minicomputers.

E. ENHANCE SOFTWARE

These include new or additional hardware and software products to support a full range of program activities, including: Information Programs, Cultural Programs, English Teaching, Financial Management, Distribution and Records System (DRS), Administrative Support, Wireless File, Word Processing, Library Programs, and Electronic Publishing.

1. Implement a Distribution and Records System

The implementation of a new Distribution and Records System (DRS), which is LAN compatible, will be completed in FY 1992. (Enhancements will probably be required for this system in FY 1993.)

2. Enhance the Financial Management System

A PC-based Financial Management System which is now almost fully deployed will need to be enhanced and made LAN compatible during FY 1992 and integrated (by FY 1994) into the Agency's central financial systems.

3. Implement an Automated Library Management System

Depending on the degree to which Library program requirements in the field are enhanced, many posts will require appropriate software (e.g., cataloging, acquisitions, and circulation) available from commercial vendors such as Datatrek to enhance their library operations. At the present time, E/CL is undertaking a broad study of library requirements. The IRM review will follow as an outgrowth of the study's findings.

4. Implement a Property Management System

Integrated non-expendable property management software will be required by posts with large inventories of program and administrative property. Data from these local systems will have to integrate with the central property system maintained by M/A. At M/A's request, M/T is automating the reporting procedures posts use to update the central property system. With the implementation of these application systems, management of post property should be significantly improved.

5. Develop an Electronic Imaging System

Toward the end of the planning period, electronic imaging (the storage of electronic photocopies of documents on computer disk media in an indexed fashion which enables immediate access) will begin to establish itself, eliminating the need for searching through cabinets or rooms of paper files to find documents.

IV. CURRENT SITUATION

A. HARDWARE INSTALLED BASE

Overseas posts are equipped with a variety of computer equipment (manufactured mainly by Wang Laboratories, Inc.). The distribution of this equipment is detailed in the Agency's Planning and Architecture Guidance (PAG). The Office of Technology (M/T) also maintains site profiles for each post which detail all centrally procured hardware and software installed.

B. LEVEL OF COMPUTER LITERACY

A wide degree of computer literacy exists among users of the equipment installed in the field ranging from expert user to beginner level. Given the large investment that the Agency has made in hardware and software packages, a comprehensive training program both in Washington and in the field through regional seminars represents a cost-effective method to gain the full potential from our investment. The appropriate level of user training and support is critical to the success of the overseas technology implementation.

C. MAIN APPLICATIONS AND SOFTWARE

Word processing (Wang Integrated Word Processing [IWP], WordPerfect), Wang Office, Wang VS Cobol, C, CorelDRAW, Paradox DBMS (various applications), dBASE, Clipper, Lotus 123, Aldus Pagemaker, Binkley, Novell LAN Network Operating System (NOS), Banyan Vines NOS, Windows 386, and Norton Utilities are all being used by the posts.

Many posts will want to take advantage of emerging commercial products, in line with the established overseas automation architecture, which will allow them to use imaging, multimedia technology, electronic publishing, new operating systems (e.g., Windows, Unix for minicomputers) and local area networking.

D. REGIONAL COMPUTER SPECIALISTS

Working with the Office of Technology, regional computer specialist positions (FSN employees) have been established in Cairo, Mexico City, Kinshasa, and New Delhi. These employees are able to provide cost-effective regional TDY (temporary duty) visits to assist field posts with a variety of automation issues.

V. MANAGEMENT ISSUES ON REACHING IRM GOALS AND OBJECTIVES

A. HARDWARE REQUIREMENTS

Field posts will continue to require new or upgraded hardware products to help them improve program and administrative operations (e.g., scanners, CD-ROM equipment, and communication equipment). The transition from non-intelligent workstations to interconnected microcomputers (LANS) for all officers overseas will eventually be required. Many posts will require hardware to allow them to take full advantage of emerging products in imaging, multimedia, electronic publishing, local area networking and communications (e.g., modernization of the telecommunications system of the Department of State).

B. COMMUNICATIONS

High speed retrieval and transmission of information is essential to public diplomacy in the age of instant communication. Field posts have become increasingly reliant on a variety of telecommunications methods to deliver products and receive information. During the next two to three years, posts will continue to rely on State dedicated circuits, high speed modems and TVRO technology for the majority of their communication needs (e.g., E-mail, access to U.S. databases, and Wireless File). Depending on the implementation schedule (estimated 60 post per year) and services offered, posts will need to be equipped for access to the DTSP0 network to be installed by State.

C. TRAINING

The technology revolution with its increased emphasis on electronic media has heightened the need for training. It is clear that technology training for field staff is a vital component of the automation program. However, because adequate training is often unavailable in some parts of the world, many posts, because they are unable to pay TDY costs to send participants abroad, cannot provide training to staff. The Office of Technology has been able to solve the problem in part by holding regional technology training on a variety of subjects. This program needs to be expanded. Additionally, all Foreign Service Officers should receive mandatory automation training before reassignment overseas (i.e., 1-2 day technology overview, basic skills courses on word processing, spreadsheets, as required).

D. ONGOING FUNDS FOR OVERSEAS TECHNOLOGY

The Agency's investment in automation equipment overseas is currently valued at \$15 million. Much of this equipment is over ten years old and is classified as obsolete by GSA standards. Maintenance costs on the equipment are very high compared to new products, and failure rates on key components increase each year. The last substantive initiative made by the Agency to address this problem was in FY 1989 when \$1.5 million was made available which was divided among the five geographical areas. Budget cuts which have been applied to field posts have delayed needed replacement at all but the large posts. This includes replacement of Wang OIS systems and obsolete peripheral equipment (workstations and printers) with IBM-compatible microcomputers, laser printers and local area networking hardware and software. The Area Offices are working with the Overseas Technology Division (M/TO) on the planning phase of this initiative.

Despite increasing requirements, post automation enhancement initiatives will remain roughly at their current levels with posts

making automation investments as funding levels permit. Naturally the largest posts will be able to accomplish many of their automation goals on their own. However, the large number of small- and medium-sized posts will be restricted by budget limitations. Without a commitment of funds centrally, initiatives to replace the installed base of obsolete equipment or improve training and interconnectivity will be stalled.

VI. RESOURCE REQUIREMENTS

OVERSEAS AUTOMATION REQUIREMENT

(000s)

AUTOMATION REQUIREMENT	FY 93 Resource Required	FY 94 Resource Required	FY 95 Resource Required	FY 96 Resource Required	FY 97 Resource Required
Electronic Transmission of Administrative Reports	185	185	185	165	165
Expand overseas post access to Bulletin Boards and remote databases	50	50	50	50	50
Expand post access to electronic publishing and reproduction tools	435	435	435	435	435
Provide CD-ROM based MOA and other Agency products	117	48	10	10	10
Install Local Area Networks in the Washington Area Offices	225	150	0	0	0
Install Local Area Networks in Each Post**	(1680)	(1000)	(1000)	(1000)	(1000)
Overseas Hardware Infrastructure Replacement	1000	1000	1000	1000	1000
Distribution and Records System	75	25	25	25	25
Financial Management Package	50	25	25	25	25
Library Management System	380	380	380	380	100
Property Management System	180	25	25	25	25
Electronic Imaging System	0	250	500	500	500
TOTAL REQUIREMENT	2697	2573	2635	2615	2335
INCLUDED IN BUDGET	1000	1000	1500	1500	1500

** Included in Agency-wide automation requirement; if the Agency-wide requirement is not approved, these figures should be added to "Total Requirement" above.

AGENCY FINANCIAL SUMMARIES

for Fiscal Years 1993 Through 1997

FINANCIAL SUMMARY

This section summarizes the Agency's fiscal resources required to support this plan for information technology during the next five years.

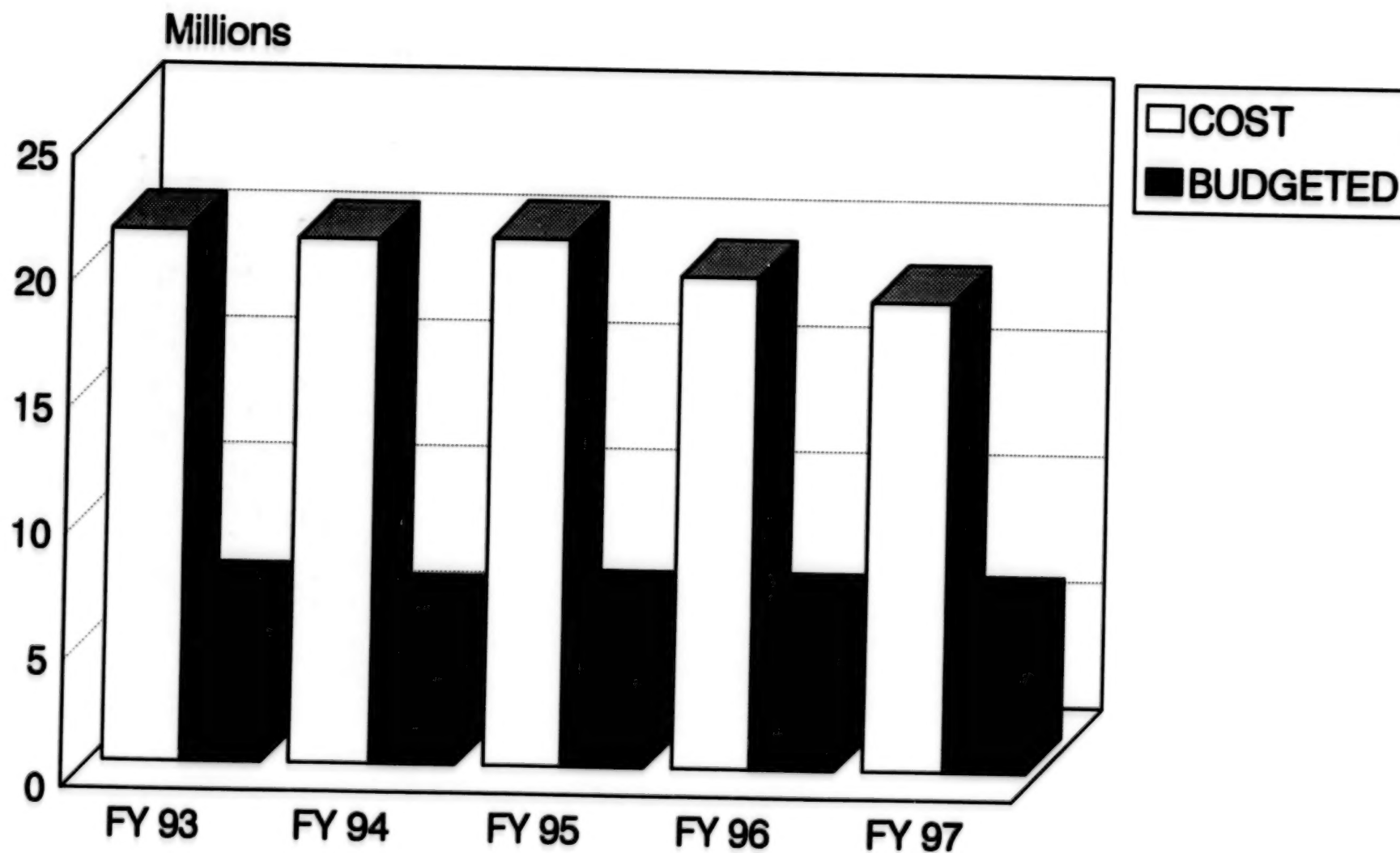
A. FUNDS NEEDED TO SUPPORT USIA'S STRATEGIC IRM REQUIREMENTS

USIA AUTOMATION REQUIREMENT
(000's)

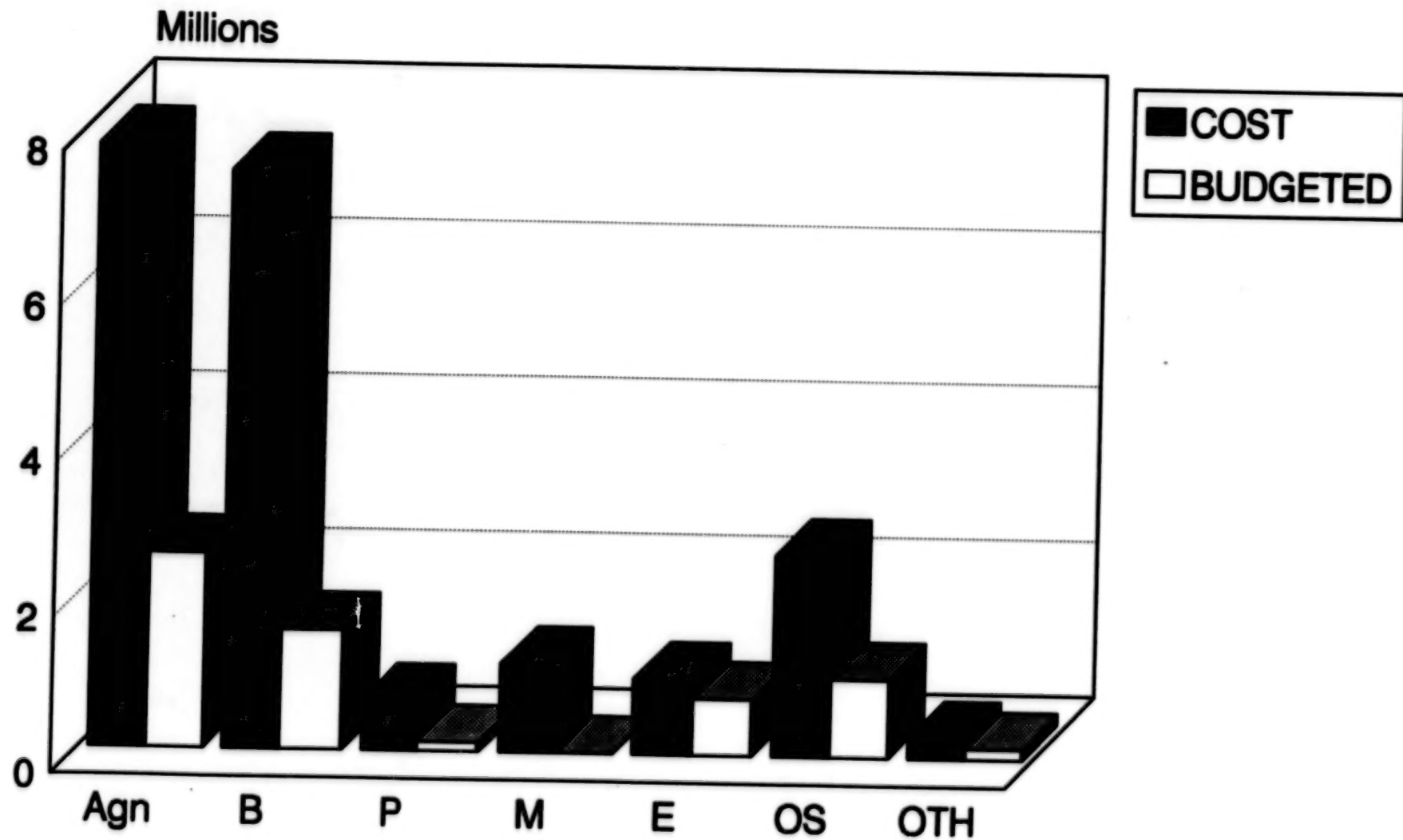
AUTOMATION REQUIREMENT*	FY 93 Resource Required	FY 94 Resource Required	FY 95 Resource Required	FY 96 Resource Required	FY 97 Resource Required
Agency-wide	7,367	7,753	7,645	6,908	6,956
Bureau of Broadcasting	7,829.4	7,433.9	8,320.4	7,823.9	7,205.9
Bureau of Management	1,054	1,134	613	502	502
Bureau of Programs	665	635	600	615	635
Bureau of Education and Cultural Affairs	1,062	967	660	666	580
Overseas	2,697	2,573	2,635	2,615	2,335
Others	367	266	407	352	367
TOTAL REQUIREMENT	21,041.4	20,761.9	20,880.4	19,481.9	18,580.9
INCLUDED IN BUDGET	6,398	6,010	6,274	6,283	6,258

* The fiscal resources identified above do not reflect the obligations for information technology systems submitted as part of the Agency's A-11 submission to the Office of Management and Budget (OMB). The figures above reflect **new initiatives and enhancements** to existing systems and are in addition to the costs identified in the A-11 submission. Figure 5 shows the total cost and funding level for each year of the Strategic IRM Plan. Figure 6 shows the resource requirements and funding levels for fiscal year 1994.

USIA 5-YEAR ADP REQUIREMENTS



RESOURCE REQUIREMENTS BY MAJOR BUREAU FY 1994



B. USIA PLANNED OBLIGATIONS (OMB A-11 EXHIBIT)

The costs shown below are the estimated obligations for information technology systems reported in the OMB A-11 Exhibits. These costs show actual and estimated operating expenditures that are an ongoing cost of doing Agency business. Figure 7 is a graphical representation of USIA ADP obligations during fiscal year 1991.

USIA REPORT ON OBLIGATIONS FOR
INFORMATION TECHNOLOGY SYSTEMS
(000'S)

	FY 1991 ACTUAL	FY 1992 ESTIMATE	FY 1993 ESTIMATE
1. CAPITAL INVESTMENTS			
A. Purchase of Hardware.....	9,614	7,460	6,323
B. Purchase of Software.....	947	1,211	1,608
C. Site.....	102	111	122
Sub-Total....	10,663	8,782	8,053
2. PERSONNEL			
A. Compensation/benefits/trav	13,265	14,015	14,634
B. Workyears.....	356	364	372
Sub-Total...	13,265	14,015	14,634
3. EQUIPMENT RENTAL, SPACE, OTHER			
A. Lease of Hardware.....	68	74	82
B. Lease of Software.....	330	296	331
C. Space	1,373	1,529	1,589
D. Supplies and other.....	1,191	982	1,044
Sub-Total.....	2,962	2,881	3,046
4. COMMERCIAL SERVICES			
A. ADPE Time.....	178	183	192
B. Voice Communications.....	3,452	3,264	3,494
C. Data Communications.....	14,403	15,809	16,354
D. Operations and maintenance.	6,712	6,241	6,402
E. Systems Analysis/Program Design/Engineering.....	230	493	743
F. Studies and Other.....	3,183	3,327	3,547
G. Information Technology Use.	473	300	300
Sub-Total.....	28,631	29,617	31,032
5. INTERAGENCY SERVICES			
A. Payments.....	3,140	3,551	3,553
B. Offsetting collections.....	0	0	0
Sub-Total.....	3,140	3,551	3,553
6. INTRA-AGENCY SERVICES			
A. Payments.....	0	0	0
B. Offsetting collections.....	0	0	0
Sub-Total.....	0	0	0
7. OTHER SERVICES			
A. Payments.....	0	0	0
B. Offsetting collections.....	0	0	0
Sub-Total.....	0	0	0
TOTALS			
Obligations.....	58,661	58,846	60,318
Work-years.....	356	364	372

USIA FY 1991 OBLIGATIONS

(000s)

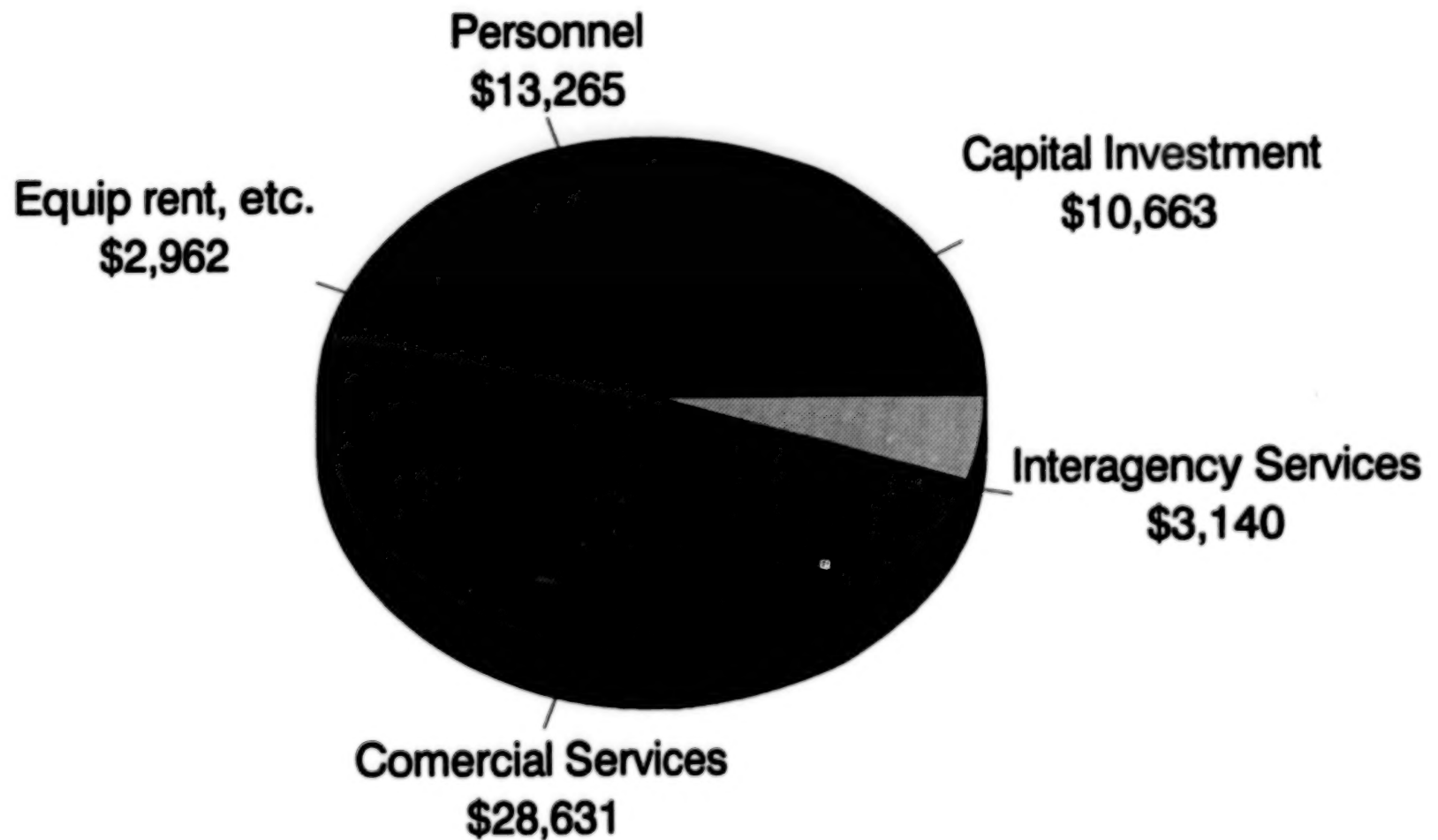


Figure 7

Source: USIA OMB Circular A-11 Submission, Feb 1992

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MAJOR ACCOMPLISHMENTS

During Fiscal Year 1992

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MAJOR ACCOMPLISHMENTS IN FY 1992

This section presents highlights of the major information technology accomplishments in the Agency during FY 1992. More detailed progress made by each organizational element in the use of information technology is presented in the plans for each of the organizational elements.

AGENCY WIDE

Financial Management System

An eight-person team completed a detailed study and developed a five-year plan to modernize the Agency's Financial Management System. These efforts were the initial, important steps in the continuing process required to remove the Agency's FMS from the list of high-risk critical weaknesses and to implement and operate more efficient financial systems that provide increased functionality.

OUTCABLE

The "OUTCABLE" System became operational during the past year, and training in using the system was conducted throughout the Agency. OUTCABLE offers the capability to send unclassified cables to overseas posts by transmitting them through Wang Electronic Mail, instead of carrying hard copies, to the Communications Center. The system has greatly increased the speed and efficiency of the outgoing cable system, and has also proved to be a special benefit to personnel located in buildings other than the USIA building.

EXPANSION OF HIGH-SPEED TELECOMMUNICATIONS

Transmission speed of TVRO sub-carrier network was doubled to 4800 Baud, greatly reducing the time necessary for posts to receive and process the Wireless File and other program material.

The Office of Technology also implemented a high-speed telecommunications hub in Riyadh, Saudi Arabia. The Riyadh hub serves NEA posts by providing Wireless File delivery, Media Reaction reporting, and electronic mail exchange.

Wang-Binkley Electronic Mail Link

The Agency implemented a new software system that links the Wang electronic mail to the Binkley high-speed modem systems. The system doubles the number of posts that have access to electronic mail worldwide.

Distribution and Records System (DRS)

A new microcomputer-based Distribution and Records System has been developed for use by Agency posts. The new system will allow post personnel to track contacts more easily.

ORGANIZATIONAL ELEMENTS

Bureau of Policy and Programs (P)

The P Bureau replaced the Press and Publications Service's aging ATEX Wireless File Production system with a PC-based local area network. The new system provides increased capability and capacity to the Bureau and also offers closer coordination with Agency printing facilities in Vienna and Manila.

Bureau of Educational and Cultural Affairs (E)

The E Bureau completed the contract for modernization of the Grants Management System (exchange-of-persons system). The enhanced system will replace 13 existing E Bureau systems that are currently being used in E Bureau's grants management process. The E Bureau also followed the trend of replacing obsolete equipment with PC LANs.

Bureau of Management (M)

M Bureau established the "Technology Steering Group" that is charged with developing a Bureau-wide technology plan for the upgrade, standardization, and integration of M elements.

The Bureau has already made progress in this direction through its recent modernization of the office automation environment. PC LANs have been installed in many M elements, as well as in the elements for which M provides information technology services (e.g., the Director's Office, and Public Liaison).

Bureau of Broadcasting

The Office of Administration has replaced several of its aging Wang OIS systems and obsolete workstations with a PC-based local area network system. This new office automation system services the Office of the Associate Director for Broadcasting (B), the Office of the Staff Director (B/B), the Office of Administration (B/A), and the Office of Personnel (B/P).

The Office of Voice of America (B/VOA) completed Phase I of the modernization of its System for News and Programming (SNAP). Phase I provided for the upgrade of all workstations in Washington, D.C. and New York, with the result of doubling the workstation

capabilities. Phase II, now in progress, involves the upgrade of the network servers.

The Office of Engineering and Technical Operations installed several Novell LANs as part of its effort to improve its automation infrastructure.

The Office of Worldnet Television and Film Service (B/TV) continued to expand its office-wide local area network to include more than 100 additional workstations. B/TV installed financial management software on its LAN to replace the outdated cuff accounting system and installed connections through a custom gateway to access the Outcable system.

The Office of Cuba Broadcasting (B/C) has migrated from a Banyan network to a Novell network, allowing standardization of hardware and software. It also provided the basis for eventually connecting systems among the Donohoe Building, the Patrick Henry Building, and Miami.

Area Offices/Overseas Support

Overseas information technology achievements during the past year include the following:

- o PC Local Area Networks - Procured local area networking components (hardware and software) for 36 overseas posts;
- o Wang Classic Replacement Program - Replaced 292 Wang Classic PCs (87 percent of the user base) overseas with IBM-compatible equipment;
- o Educational Advising Program - Assisted in procurement and configuration of PCs for educational advising/Fulbright offices at 30 overseas posts;
- o Training - Provided overseas training and on-site support visits to 37 field posts in FY 1991.

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